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# **Data Collection Instruments and Database for Assessment of Multiple Launch Rocket System (MLRS) Training Strategy: Appendixes**

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13. ABSTRACT (Maximum 200 words) When the Standards in Training Commission (STRAC) Weapons Program Review determined that the Multiple Launch Rocket System (MLRS) training strategy needed validation, the Individual and Unit Training Division (IUTD), Directorate of Training and Doctrine (DOTD), U.S. Army Field Artillery School (USAFAS), requested that the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) perform a survey of MLRS training in Continental United States (CONUS) units. Structured interview guides and supplementary questionnaires were used to collect data on training programs now in use; unit conditions affecting training management and unit performance; unit performance on tasks; troop and command satisfaction with Training and Doctrine Command (TRADOC) training-support products; and tips for trainers and training managers, based on field reports and observations of what works. Data were collected from 225 personnel in 98 interviews at five CONUS Forces Command (FORSCOM) posts where MLRS units are assigned. The units visited included two MLRS battalions and three separate batteries. Data were collected from personnel at all echelons-- from MLRS firing section through battalion or division artillery. <div style="text-align: right;">(Continued)</div>					
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Findings of the research are presented separately in ARI Research Report 1614, Assessment of Multiple Launch Rocket System (MLRS) Training Strategy. The present document contains appendixes to this report, including the data collection instruments and the interview data. The interview statements are organized into files that support the findings presented in ARI Research Report 1614, by topic, post, and echelon.

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DATA COLLECTION INSTRUMENTS AND DATABASE FOR ASSESSMENT OF MLRS TRAINING  
STRATEGY: APPENDIXES

CONTENTS

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	Page
APPENDIX A. DATA COLLECTION INSTRUMENTS . . . . .	A-1
B. INFORMATION SOURCES . . . . .	B-1
C. INTERVIEW DATA FILES . . . . .	C-1

**DATA COLLECTION INSTRUMENTS AND DATABASE FOR  
ASSESSMENT OF MLRS TRAINING STRATEGY: APPENDIXES**

**APPENDIX A**

**DATA COLLECTION INSTRUMENTS**

**This Appendix presents data collection instruments used during interviews with unit personnel. The interview guides included are the versions used with MLRS Separate Battery and DIVARTY personnel. Except for unit type names in specific questions (Battalion vice DIVARTY), the content of the interview guides is the same as that used with MLRS Battalion personnel. An index to the location of specific items follows.**

- **A copy of the standard introductory statement used at the beginning of interviews is presented beginning on Page A-2.**
- **Interview guides for DIVARTY Commander/XO, DIVARTY S-1, DIVARTY S-3, DIVARTY S-4, Battery Commander/Operations Officer/First Sergeant, Firing Platoon Leader/Platoon Sergeant, Firing Section Chief/Gunner, Ammunition Platoon Leader/Platoon Sergeant, and Ammunition Section Chief are presented beginning on Page A-4.**
- **Task performance proficiency questionnaires for MLRS Battery, MLRS Firing Platoon, MLRS Firing Section, MLRS Ammunition Platoon, and MLRS Ammunition Section appear beginning on Page A-35.**
- **The training detractors questionnaire is presented on Page A-42.**
- **The training resources questionnaire is presented on Page A-43.**

## **INTERVIEW GUIDE**

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**Introduction:** Introduce yourself (by name and brief personal qualifications). You represent the Army Research Institute (ARI), performing a study on behalf of the Individual and Unit Training Division (IUTD) of the Department of Training and Doctrine (DOTD) at the Field Artillery School.

The purpose of the study is to identify effective ways for MLRS units to meet their training and readiness goals using the resources that are available to the units. For the study, we are interviewing and gathering information from individuals from Firing Section to Battalion or Division Artillery level.

All information will be gathered by interviews or by extracting data from records that units maintain. All interviews will be confidential, and all data will be reported and used without attribution to individuals.

### **Study Overview:**

We are gathering three kinds of information. The first kind is about current training programs. This includes issues such as: how and when MLRS units at all levels from Battery to Section train; the proficiency of the units and individuals in the units; how training resources are used and how much they cost; and issues and problems that MLRS units encounter in training.

The second kind of information is about conditions in the unit that affect training, training management, and performance. Issues here include: turnover and turbulence; personnel fill; how soldiers match with their jobs; and the quality of personnel (in terms of aptitude, experience, and skills).

The third kind of information deals with how units perceive and use the training products that TRADOC provides. Products include: school graduates; the AMTP; and other kinds of training support products. We're also interested in learning about new training support products that units would like TRADOC to provide.

We will analyze this information to relate unit proficiency to training and the conditions that exist in MLRS units.

This will have payoffs of two kinds. From the data, we will identify tips for the MLRS trainer and training manager. These might include training methods, techniques, aids, devices, and strategies that help units achieve high levels of unit proficiency.

On the longer term, the findings may be used to update training and doctrine publications produced by TRADOC. These updates may include recommended training methods and strategies, guidance on effective uses of resources, and other ways to improve proficiency.

Cut-over: What we would like to request from you are two things. The first is your assistance in filling out some brief questionnaires. Second, we have some questions that we would like for you to answer from your perspective. We can deal with these in the order you prefer.

Interview: I'd like your permission to tape-record this interview. I will use the tape only to clarify my written notes from the interview.

First, I need some information about your background and experience.

**Personnel Data**

**Division Artillery Commander/Executive Officer**

Division Artillery: \_\_\_\_\_ Name: \_\_\_\_\_

Grade: \_\_\_\_\_ Length of Service: \_\_\_\_\_ Enlisted (if any): \_\_\_\_\_

Time in Grade: \_\_\_\_\_ Time as Division Artillery CO: \_\_\_\_\_

Previous Commands: \_\_\_\_\_

Previous Staff Experience: \_\_\_\_\_

Experience with MLRS Units: \_\_\_\_\_

**No Supporting Documents Needed**

1. What unique situations arise from the introduction of the MLRS into Division Artillery?
2. Because of the presence of MLRS, what different approaches have you had to take to:
  - A. Training and training management?
  - B. Training evaluation and performance indicators?
  - C. Personnel management?
  - D. Logistics and use of resources?
3. What are the major drivers of your:
  - A. Division Artillery training?
  - B. MLRS training?
4. Do you train to prepare for major external events, such as NTC, REFORGER, etc.? If so, which external events are they?
  - A. How do you prepare for them?
  - B. How much time does this preparation take?
  - C. What is the training value of these events relative to your training goals and METL?
  - D. How would you train differently if you didn't have to prepare for them?
  - E. How does the MLRS Battery participate in these preparations?
  - F. How does the MLRS Battery participate in the external events?

5. Do you train to prepare for major internal events such as ARTEPs, Combined Arms FTXs, etc.? If so, what internal events are they?
  - A. How do you prepare for them, including training the troops and the evaluators?
  - B. Do preparations for the internal events support preparations for the external events or are they different enough so that they are a completely different set of training requirements?
  - C. How does the MLRS Battery participate in preparing for internal events?
  - D. How does the MLRS Battery participate in the internal events?
  - E. Who conducts evaluations or AARs for the MLRS Battery when they participate?
6. What training guidance do you get from Division?
7. What training guidance do you give to the MLRS Battery?
8. Does the MLRS Battery participate in setting its own training goals?
  - A. How?
9. For the MLRS Battery, are you getting the kinds of soldiers from the school that you need?
  - A. If not, what do you need that you aren't getting?
  - B. What effect does this have on your training?
10. What is the Division policy on MLRS live fire?
11. How many rounds does your MLRS Battery fire per year?
  - A. Is this the right amount of live fire?
  - B. Too many or too few? Why?

**12. Does having the MLRS Battery in DIVARTY cause requirements for training resources that are particularly difficult to meet?**

**A. What are they?**

**B. How do you meet them?**

**13. What else might TRADOC do to help the MLRS Batteries train in the field and in garrison?**

**Probes: Training aids and devices? Simulators and simulations? Documents?**

**14. Are there any critical training problems we haven't touched on?**



**Personnel Data**

**Division Artillery S-1**

**Division Artillery:** \_\_\_\_\_ **Name:** \_\_\_\_\_

**Grade:** \_\_\_\_\_ **Length of Service:** \_\_\_\_\_ **Enlisted (if any):** \_\_\_\_\_

**Time in Grade:** \_\_\_\_\_ **Time as Division Artillery S-1:** \_\_\_\_\_

**Previous Commands:** \_\_\_\_\_

**Previous Staff Experience:** \_\_\_\_\_

**Experience with MLRS Units:** \_\_\_\_\_

**No Supporting Documents Needed**

**Soldier Records**

1. **Where and how do we get individual MLRS soldier records?**

**Turnover**

2. **Do you formally keep track of turnover in the MLRS Battery?**
  - A. **If so, how?**
  - B. **Can we get the records?**
  - C. **Do the MLRS turnover rates vary (e.g., by season)?**
  - D. **Is the present rate pretty representative, and how might it change, and when?**
  - E. **If not, how can we best get the figures from the soldier records.**
3. **Do you formally keep track of turbulence in the MLRS Battery?**
  - A. **If so, how?**
  - B. **Can we get the records?**
  - C. **Do the rates vary (e.g., by season)?**
  - D. **Is the present rate pretty representative, and how might it change, and when?**
  - E. **If not, who might keep them?**
4. **How far do you track new MLRS soldiers? Do you assign them to Battery? to Platoon? to Section?**

**Personnel Issues**

5. Have there been any MOSs with critical shortfalls in fill in the last 12-18 months? (e.g., 13P, 54B, 82C, 91B) What impact has this had on the performance of the MLRS Battery?
6. Have grade shortfalls to grade authorizations been a concern in the last 12-18 months? How has this impacted the performance of the MLRS Battery?
7. What means do you use to help compensate for shortages in low-density MOSs, or mismatches of actual to authorized grade? (e.g., E-4 in an E-6 position)

**Personnel Data**

**Division Artillery S-3**

**Division Artillery:** \_\_\_\_\_ **Name:** \_\_\_\_\_

**Grade:** \_\_\_\_\_ **Length of Service:** \_\_\_\_\_ **Enlisted (if any):** \_\_\_\_\_

**Time in Grade:** \_\_\_\_\_ **Time as Division Artillery S-3:** \_\_\_\_\_

**Previous Commands:** \_\_\_\_\_

**Previous Staff Experience:** \_\_\_\_\_

**Experience with MLRS Units:** \_\_\_\_\_

1 ea	Battery Critical Tasks
1 ea	Training Distractors
1 ea	Resource Constraint

**Get the Division Horseblanket**

1. Where does Division Artillery get its training guidance?
  - A. Does the guidance from Division include the MLRS?
  - B. If yes, what guidance is given?
  - C. If no, who does provide guidance for the MLRS?
  - D. Does the MLRS Battery participate in setting its own training goals? If so, how?
  - E. Who prepares training objectives for the MLRS?
  - F. Who schedules training times, ranges, resources for the MLRS?
2. How often does MLRS train:
  - A. With other elements of the Division Artillery?
  - B. With maneuver elements of the Division?
  - C. Alone?
3. Does the MLRS Battery, or a part of it, participate in training at:
  - A. NTC?
  - B. REFORGER or other OCONUS training?
  - C. Brave Shield or other CONUS training?
  - D. If so, what does it do to train up for this?

4. How much of a problem is the MLRS unit in terms of making training time, training areas, ranges, ammunition, POL, maintenance areas, spare parts, etc. available to support its training?
5. Is there anything about the MLRS Red/Yellow/Green cycle that makes it easier or more difficult for them to train year round? What?
6. What ARTEPs does Division Artillery schedule each year?
  - A. How does MLRS fit into that schedule?
7. Does MLRS introduce any unique problems to managing training and evaluation?
  - A. If so, how have you handled them?
8. Do you train up personnel "in-house" to train MLRS soldiers and units? If so, how?
  - A. What materiel/materials do you use?
9. What do you give to the MLRS trainers/what do they have to work with, including manuals, SOPs, simulations, simulators, training devices, etc.?
10. What resources on this list don't you have enough of to support the training that you think is necessary? (PRESENT LIST, REVIEW, AND DISCUSS IMPACT OF INDICATED SHORTFALLS)
11. What additional training support products, including manuals, SOPs, documents, simulators, simulations, and training devices do you need?
12. In managing training,
  - A. How do you know when the MLRS Battery is up to snuff?

Do you monitor and advise on training needs at:

  - B. Battery level?
  - C. Platoon level?
  - D. Section and below?

- E. If so, how?
        - F. Who is your POC at the MLRS Battery?
- 13. How good is the MLRS Battery at performing these tasks? (PRESENT LIST, REVIEW, AND DISCUSS)
  - A. How will you manage the training to bring them up to speed on the tasks they're not too good at?
- 14. Who is responsible to you for individual training, and how does that person track performance and individual skill development/sustainment?
  - A. How do you use information about individual performance and skills to develop your training program?
- 15. Are you responsible for materiel that is used exclusively for training, e.g., simulators, simulations, training devices?
  - A. Do you fabricate training aids to meet MLRS requirements?
  - B. Is this a major burden in addition to keeping the operational equipment going? Are you funded and staffed to do this?
  - C. Do you have to turn down requests for support because of funds or manpower? If so, which requests?
- 16. Please review this list and indicate the types of distractors that interfere with your ability to conduct training as planned. (PRESENT LIST, REVIEW, AND DISCUSS)
- 17. What is the Division Artillery policy on MLRS live fire?
- 18. How many rounds does your MLRS Battery fire per year?
  - A. Is this amount of live fire the right amount?
  - B. Too much or too little? Why?
- 19. What would you do differently if you could?
- 20. Are there any critical training problems that we haven't touched on?

**Personnel Data**

**Division Artillery S-4**

**Division Artillery:** \_\_\_\_\_ **Name:** \_\_\_\_\_

**Grade:** \_\_\_\_\_ **Length of Service:** \_\_\_\_\_ **Enlisted (if any):** \_\_\_\_\_

**Time in Grade:** \_\_\_\_\_ **Time as Division Artillery S-4:** \_\_\_\_\_

**Previous Commands:** \_\_\_\_\_

**Previous Staff Experience:** \_\_\_\_\_

**Experience with MLRS Units:** \_\_\_\_\_



**No Supporting Documents Needed**

1. From Division Artillery records, we need to know how much of what expendable training resources the MLRS Battery used in the past twelve months, and the cost for each category. We would also like a comparison of these costs with budgeted amounts for each category. We would like to have this broken out by the following categories:

- A. Ammunition (training ammunition versus any live ammunition used; broken out further by rockets versus small arms ammunition)
- B. POL
- C. Spare Parts and other maintenance expendables for launchers and other vehicles (broken out by type of equipment; e.g., launcher vs HEMTT/HEMAT vs M577 vs HMMWV, etc.)
- D. Spare parts and other maintenance expendables for non-vehicle equipment used by the MLRS Battery

Can these costs be associated on a timeline basis with major training events (e.g., STX, FTX, ARTEP, NTC, REFORGER, etc.) that the MLRS Battery conducted or participated in? Can we get such a breakout?

2. Were these expenditures:

- A. High/low/about right for an MLRS Battery?
- B. High/low about right for a cannon Artillery Battery?
- C. High/low/about right for most anywhere else in CONUS?
- D. Why?

3. Is the MLRS Battery a particularly difficult unit to support?

- A. If so, why?
- B. How do you handle it?

4. Are you responsible for materiel that is used exclusively for training, e.g., simulators, simulations, training devices? If so,
  - A. Do you fabricate training aids to meet MLRS requirements?
  - B. Is this a major burden in addition to keeping the operational equipment going? Are you funded and staffed to do this?
  - C. Do you have to turn down requests for support because of funds or manpower? If so, which requests?
5. Are there any particular problems keeping the MLRS equipment operating for training? What are they?
6. Are there protracted down times after training periods to get MLRS equipment back into shape? What seems to be the biggest problem?
  - A. What impact does this have on the MLRS Battery's ability to train?
7. What's the hardest thing to get that the MLRS uses? What are some other hard ones?
8. What's the easiest? What are some other easy ones?

**First, I need some information about your background and experience.**

**Division Artillery:** \_\_\_\_\_ **Battery:** \_\_\_\_\_

**Name:** \_\_\_\_\_ **Grade:** \_\_\_\_\_

**Length of Service:** \_\_\_\_\_ **Time In Grade:** \_\_\_\_\_

**Current Position:** \_\_\_\_\_ **Time In Position:** \_\_\_\_\_

**Previous MLRS position and length of time in those positions (if none, so indicate):**

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<b>3 ea</b>	<b>Battery Critical Tasks</b>
<b>3 ea</b>	<b>Firing Platoon Critical Tasks</b>
<b>3 ea</b>	<b>Training Distractors</b>

1. How do you keep track of how well your Battery/Platoons/Sections are trained?
  - A. Do you keep records?
  - B. If I wanted to know what the Battery/Platoons/Sections were strong or weak in, how would I find out?
2. How good is your Battery at performing each of these critical Battery tasks? (PRESENT LIST, REVIEW, AND DISCUSS)
  - A. How will you train to bring them up to speed on the tasks they're not too good at?
3. How good is each of your firing platoons at performing these critical platoon tasks? (PRESENT THREE LISTS, REVIEW, AND DISCUSS)
  - A. How will you train the platoons to bring them up to speed on the tasks they're not too good at?
4. Who plans your training?
5. Who executes it? (Who are the trainers?)
6. What does the training planner base it on?
  - A. What are the inputs from Division?
  - B. What are the inputs from Division Artillery?
  - C. Are there inputs from Platoon Leaders/PSGs? What?

- D. What documents are used (including ARTEPs, SQTs, Unit SOPs, TC 6-60)
- E. Are diagnostic tests/exercises used to help plan training? How?
- 7. Who is responsible to you for individual training, and how do they track performance and individual skill development/sustainment?
  - A. How do you use information about individual performance and skills to develop your training program?
- 8. How often do you train as a Battery?
  - A. How do you train as a Battery?
  - B. Do you use Division Artillery resources (e.g., met data) when you train as a Battery? How?
- 9. How often do you conduct Platoon-level training?
  - A. How do you conduct Platoon-level training?
  - B. How do you integrate Firing Platoon and Ammunition Platoon training?
- 10. How often do you conduct Section-level training?
  - A. How do you conduct Section-level training?
- 11. Can we get copies of your training plans?
- 12. How do you integrate individual training into Section training, Section training into Platoon training, and Platoon training into Battery training?
- 13. Do you manage to take advantage of available training opportunities during Red, Yellow, and Green phases of the training cycle? If so, how?
- 14. Who handles training of what -- who are your trainers at Battery, Platoon, and Section levels?
- 15. How do you train your soldiers to be trainers?
- 16. What aspect of training do you have the most trouble with?

- A. How do you handle it?
  - B. Have you worked up any procedures, unit SOPs, or devices that you find help solve particular training problems, or increase training value? Please tell us about them.
17. Do you formally keep track of turnover and turbulence?
- A. If so, how?
  - B. Can we get copies of the records?
  - C. Do the rates vary, e.g., by season? By MOS? How?
  - D. Are there turnover problems with any of the low-density MOSs? How have you dealt with the problems?
  - E. Are the present rates of turnover and turbulence representative? How might they change, and when?
  - F. If not, is there a way that we can get the figures from some records that you do keep?
18. Do you have SOPs on manning and replacement to say, for instance, where a new soldier goes? What are they?
19. Do you crosstrain (and who and how):
- A. At Battery headquarters/BOC level?
  - B. Within firing platoons?
  - C. Between firing platoons and the ammunition platoon?
20. What do newly assigned soldiers, right out of school, need training in most when they report to your battery?
- A. How do you know what training they need?
  - B. How do you handle that training?

**Probes: Self-help/OJT/Classroom?  
Individual/Collective training?  
Simulator/Simulation/Training Device?**

- C. Who plans and conducts this training?**
- D. Are TRADOC/School/Unit SOPs/ARTEPs/TCs and other materials a help?**
- 21. What factors on this list have interfered with your training in the past year?  
(PRESENT LIST, REVIEW, AND DISCUSS)**
  - A. What were you able to do to get around that difficulty; and how did it impact on your training?**
- 22. Are there any particular training materials, including publications, simulators, simulations, training devices that you have been unable to get to help you with your training?**
  - A. How have you gotten around the problem?**
- 23. How many rounds does your Battery fire per year? Per Platoon? Per Section?**
  - A. Is this the right amount of live fire?**
  - B. If too much or too little, why?**

First, I need some information about your background and experience.

Division Artillery: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_

Name: \_\_\_\_\_ Grade: \_\_\_\_\_

Length of Service: \_\_\_\_\_ Time In Grade: \_\_\_\_\_

Current Position: \_\_\_\_\_ Time In Position: \_\_\_\_\_

Previous MLRS position and length of time in those positions (if none, so indicate):

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2 ea	Firing Platoon Critical Tasks
2 ea	Firing Section Critical Tasks

1. What training guidance do you get from Battery?
  2. How do you know how well your platoon can perform its tasks?
  3. Do you keep records on your platoon's proficiency by task?
  4. How well can you and your platoon do each of the tasks on this list?  
(PRESENT LIST, REVIEW, AND DISCUSS)
    - A. What are your plans to train the platoon to bring them up to speed on the tasks they're not too good at?
    - B. What methods will you use to conduct this training?
  5. How do you know how well your sections can perform their tasks?
  6. Do you keep records on your sections' proficiencies by task?
  7. How well can your sections do each of the tasks on this list? (PRESENT THREE LISTS, REVIEW, AND DISCUSS)
    - A. What are your plans to train the sections to bring them up to speed on the tasks they're not too good at?
    - B. Will you train by individual/section/platoon? How?
    - C. What methods will you use?
- Probes: Self-help/classroom/hands-on practical exercise?  
Individual/collective training?  
Simulator/simulation/training device?
8. Do you cross-train within your sections, e.g., so that your driver knows the gunner's job, the gunner knows the section chief's job, etc.? How?

9. Do you cross-train with an ammo platoon/section? How and on what task?
10. How do you schedule individual training along with platoon and section training?
11. Are there training aides, or manuals, or other things that you need but can't get to train with? What are they?
  - A. If so, how have you gotten around that problem?

**Personnel Data**

**Firing Section Chief/Gunner**

I'd like your permission to tape-record this interview. I will use the tape only to clarify my written notes from the interview.

First, I need some information about your background and experience.

Division Artillery: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_ Section: \_\_\_\_\_

Name: \_\_\_\_\_ Grade: \_\_\_\_\_

Length of Service: \_\_\_\_\_ Time in Grade: \_\_\_\_\_

Current Position: \_\_\_\_\_ Time in Position: \_\_\_\_\_

Previous MLRS positions and length of time in those positions (if none, so indicate):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2 ea	Firing Section Critical Tasks
2 ea	Training Distractors

1. How well can your section perform each of the tasks on this list? (PRESENT LIST, REVIEW, AND DISCUSS)
  - A. What are you doing to train up on the ones you're not too good at?
2. What individual training do you do along with your section collective task training?
  - A. How do you know who needs training in what areas?
3. Do you cross-train in your section so that your driver knows the gunner's job, and the gunner knows the section chief's job? If so, how?
4. Do you train with members of the ammunition platoon on reload tasks? How?
5. How often does your section train as part of Platoon training?
  - A. Are you able to take advantage of all of the training time provided when you train with the Platoon?
  - B. What tasks do you train with the Platoon that you can't train as a Section?
6. How often does your section train as part of Battery training?
  - A. Are you able to take advantage of all of the training time provided when you train with the Battery?
  - B. What tasks do you train with the Battery that you can't train as a Section or with the Platoon?
7. Is there some training you can't do because you don't have the resources to support it?
  - A. If so, what training can't you do?

- B. What resources are lacking?
  - C. What attempts have been made to get the needed resources?
  - D. What have you done instead?
8. What are the hardest tasks to train at section level?
- A. What methods or techniques do you use to train these tasks?
  - B. Are you successful in training the tasks using these techniques?
9. What do newly assigned soldiers, right out of school, need training in most when they report to your Section?
- A. How do you know what training newly assigned soldiers need?
  - B. How do you conduct that training?
- Probes: Self-help/OJT/Classroom?  
Individual/Collective Training?  
Simulator/Simulation/Training Device?
- C. Does training newly assigned soldiers interfere with meeting other training objectives? How?
10. On this list, please indicate how often training distractors interfere with your training. (PRESENT LIST, REVIEW, AND DISCUSS)
- Discussion Probe: How much impact did the distractors have on your ability to accomplish training objectives over the past year?

**Personnel Data**

**Ammunition Platoon Leader/Platoon Sergeant**

Division Artillery: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_

Name: \_\_\_\_\_ Grade: \_\_\_\_\_

Length of Service: \_\_\_\_\_ Time In Grade: \_\_\_\_\_

Current Position: \_\_\_\_\_ Time In Position: \_\_\_\_\_

Previous MLRS position and length of time in those positions (if none, so indicate):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<b>2 ea</b>	<b>AMMO Platoon Critical Tasks</b>
<b>2 ea</b>	<b>AMMO Section Critical Tasks</b>

1. What training guidance do you get from Battery?
  2. How do you know how well your platoon can perform its tasks?
  3. Do you keep records on your platoon's proficiency by task?
  4. How well can you and your platoon do each of the tasks on this list?  
(PRESENT LIST, REVIEW, AND DISCUSS)
    - A. What are your plans to train the platoon to bring them up to speed on the tasks they're not too good at?
    - B. What methods will you use to conduct this training?
  5. How do you know how well your sections can perform their tasks?
  6. Do you keep records on your sections' proficiencies by task?
  7. How well can your sections do each of the tasks on this list? (PRESENT THREE LISTS, REVIEW, AND DISCUSS)
    - A. What are your plans to train the sections to bring them up to speed on the tasks they're not too good at?
    - B. Will you train by individual/section/platoon? How?
    - C. What methods will you use?
- Probes: Self-help/classroom/hands-on practical exercise?  
Individual/collective training?  
Simulator/simulation/training device?
8. Do you cross-train with the firing platoons? How and on what tasks?

9. How do you schedule individual training along with platoon and section training?
10. Are there training aids, or manuals, or other things that you need but can't get to train with? What are they?
  - A. If so, how have you gotten around that problem?



**Personnel Data**

**Ammunition Section Chief**

Division Artillery: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_ Section: \_\_\_\_\_

Name: \_\_\_\_\_ Grade: \_\_\_\_\_

Length of Service: \_\_\_\_\_ Time In Grade: \_\_\_\_\_

Current Position: \_\_\_\_\_ Time In Position: \_\_\_\_\_

Previous MLRS position and length of time in those positions (if none, so indicate):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1 ea	AMMO Section Critical Tasks
1 ea	Training Distractors

1. How well can your section perform each of the tasks on this list? (PRESENT LIST, REVIEW, AND DISCUSS)
  - A. What are you doing to train up on the ones you're not too good at?
2. What individual training do you do along with your section collective task training?
  - A. How do you know who needs training in what areas?
3. Do you train with members of the firing platoons on reload tasks? How?
4. How often does your section train as part of Platoon training?
  - A. Are you able to take advantage of all of the training time provided when you train with the Platoon?
  - B. How valuable is time spent training with the Platoon as compared to training as a Section?
5. How often does your section train as part of Battery training?
  - A. Are you able to take advantage of all of the training time provided when you train with the Battery?
  - B. How valuable is time spent training with the Battery as compared to training as a Section or with the Platoon?
6. Is there some training you can't do because you don't have the resources to support it? If so, what training can't you do?
  - A. What resources are lacking?
  - B. What attempts have been made to get the needed resources?
  - C. What have you done instead?

7. What are the hardest tasks to train at section level? Why?
- A. What methods or techniques do you use to train these tasks?
  - B. Are you successful in training the tasks using these techniques?
8. What do newly assigned soldiers, right out of school, need training in most when they report to your Section?
- A. How do you know what training newly assigned soldiers need?
  - B. How do you conduct that training?

Probes: Self-help/OJT/Classroom?  
Individual/Collective Training?  
Simulator/Simulation/Training Device?

- C. Does training newly assigned soldiers interfere with meeting other training objectives? How?
9. On this list, please indicate how often training distractors interfere with your training. (PRESENT LIST, REVIEW, AND DISCUSS)

Discussion Probe: How much impact did the distractors have on your ability to accomplish training objectives over the past year?

Interviewee: \_\_\_\_\_ Battery: \_\_\_\_\_

Following is a list of critical MLRS Battery tasks. Place a check mark in one of the boxes to the right of each task title to tell how well the Battery would perform if it did the task today. If you do not know how the Battery would perform on a task, or you are not sure, check the box under "Cannot Estimate."

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Deliver MLRS Fires						
Direct and Coordinate Delivery of MLRS Fires						
Command and Control Battery Movement Operations						
Command and Control Battery Communications Operations						
Control and Coordinate Fire Missions						
Establish and Maintain a BOC						
Control and Coordinate Battery Operations						
Establish and Maintain AM/FM Radio Comm.						
Control and Use COMSEC Material						
Plan, Coordinate, and Control Battery Defense						
Defend and Secure Battery Area and Materiel						
Command and Control Battery Service Support Operations						
Coordinate Ammunition Supply						
Maintain and Report Ammunition Information						
Draw Ammunition						

### Battery Critical Tasks (Continued)

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Transport Ammunition						
Establish Ammunition Holding Area						
Provide Transportation of Materiel and Supplies to Firing Platoons						
Perform Maintenance and Resupply Operations						
Prepare for a Nuclear Attack						
Respond to the Initial Effects of a Nuclear Attack						
Prepare for a Chemical Agent Attack						
Respond to a Chemical Agent Attack						
Perform a Hasty Chemical Decontamination						

Interviewee: \_\_\_\_\_

Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_

Following is a list of critical MLRS Firing Platoon tasks. Place a check mark in one of the boxes to the right of each task title to tell how well the Platoon would perform if it did the task today. If you do not know how the Platoon would perform on a task, or you are not sure, check the box under "Cannot Estimate."

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Recommend Launcher Employment						
Establish Survey Control by Use of Alternate Methods						
Plan and Execute Survey Operations						
Coordinate and Verify Survey Control Point Emplacements						
Disseminate Operational Information and Instructions to Platoon Elements						
Use Electronic Counter-counter Measures						
Control and Use COMSEC Material						
Maintain Communications Equipment						
Move						
Plan and Coordinate Platoon Defense						
Perform Reconnaissance, Selection, and Occupation of Position						
Establish and Maintain Platoon Headquarters						
Coordinate Platoon Service Support						
Coordinate and Perform Destruction of Equipment						

**Platoon Critical Tasks (Continued)**

<b>TASKS</b>	<b>DEFINITELY GO</b>	<b>PROBABLY GO</b>	<b>50-50 CHANCE OF GO</b>	<b>PROBABLY NO GO</b>	<b>DEFINITELY NO GO</b>	<b>CANNOT ESTIMATE</b>
Coordinate Ammunition Resupply						
Plan, Coordinate, and Control Platoon Preparations for Operations in an NBC Environment						
Perform a Hasty Chemical Decontamination						

Interviewee: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_ Section: \_\_\_\_\_

Following is a list of critical MLRS Firing Section tasks. Place a check mark in one of the boxes to the right of each task title to tell how well the Firing Section would perform if it did the task today. If you do not know how the Firing Section would perform on a task, or you are not sure, check the box under "Cannot Estimate."

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Control and Use COMSEC Material						
Maintain Communications Equipment						
Perform Launcher Start-up Procedures						
Execute a Launcher Fire Mission						
Perform Hangfire Procedures						
Perform Reconnaissance, Selection, and Occupation of Position						
Recover and Displace						
Conduct Reload Operations						
Destroy Ammunition						
Prepare for a Nuclear Attack						
Respond to the Initial Effects of a Nuclear Attack						
Prepare for a Chemical Agent Attack						
Respond to a Chemical Agent Attack						
Perform a Hasty Chemical Decontamination						



Interviewee: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_

Following is a list of critical MLRS Ammunition Platoon tasks. Place a check mark in one of the boxes to the right of each task title to tell how well the Platoon would perform if it did the task today. If you do not know how the Platoon would perform on a task, or you are not sure, check the box under "Cannot Estimate."

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Establish and Maintain Communications						
Coordinate Ammunition Resupply						
Maintain and Report Ammunition Information						
Coordinate Defense of the AHA						
Draw Ammunition						
Transport Ammunition						
Establish an AHA						
Use Electronic Counter-counter Measures						
Control and Use COMSEC Material						
Maintain Communications Equipment						
Move						
Plan and Coordinate Platoon Defense						
Perform Reconnaissance, Selection, and Occupation of Position						
Establish and Maintain Platoon Headquarters						
Coordinate Platoon Service Support						
Coordinate and Perform Destruction of Equipment						

Interviewee: \_\_\_\_\_ Battery: \_\_\_\_\_

Platoon: \_\_\_\_\_ Section: \_\_\_\_\_

Following is a list of critical MLRS Ammunition Section tasks. Place a check mark in one of the boxes to the right of each task title to tell how well the Section would perform if it did the task today. If you do not know how the Section would perform on a task, or you are not sure, check the box under "Cannot Estimate."

TASKS	DEFINITELY GO	PROBABLY GO	50-50 CHANCE OF GO	PROBABLY NO GO	DEFINITELY NO GO	CANNOT ESTIMATE
Draw Ammunition						
Transport Ammunition						
Establish an AHA						
Control and Use COMSEC Material						
Maintain Communications Equipment						
Perform Reconnaissance, Selection, and Occupation of Position						
Recover and Displace						
Destroy Ammunition						
Prepare for a Nuclear Attack						
Respond to the Initial Effects of a Nuclear Attack						
Prepare for a Chemical Agent Attack						
Respond to a Chemical Agent Attack						
Perform a Hasty Chemical Decontamination						

Interviewee: \_\_\_\_\_ Position: \_\_\_\_\_

Following is a list of conditions that sometimes interfere with conducting effective training. Place a check in one of the boxes to the right of the name of each condition to tell how often each condition interferes with your unit's training. If a condition never interferes with your unit's training, or you don't know how often it affects training, place a check in the box under "Cannot Estimate."

CONDITIONS	ALMOST ALWAYS	OFTEN	ABOUT HALF THE TIME	SELDOM	ALMOST NEVER	CANNOT ESTIMATE
Low Fill (i.e. Too Few People Assigned)						
Low Participation (i.e. Too Few Present for Training)						
Low Performance (i.e. Poor Performance of Individuals on MOS-specific or collective tasks)						
Turbulence (i.e. Too Many Position Changes)						
Post Support and Details (e.g. Guard, Police, ROTC & Reserves Support)						
Lack of Equipment and Material						
Ammunition Not Available						
Ranges Not Available						
Training Areas Not Available						
Late or "Last Minute" Taskings						
Schedule Changed by Higher Command(s)						
Unclear Performance Goals						
Low Common Task Performance						
Not Enough Time						

Interviewee: \_\_\_\_\_ Position: \_\_\_\_\_

Following is a list of resources that are used to support training. Place a check in one of the boxes to the right of the name of each resource to indicate the availability of the resource for MLRS training. If you do not use a particular resource, or you do not know about its availability, place a check in the box under "Cannot Estimate."

TRAINING RESOURCES	ALMOST ALWAYS AVAILABLE	USUALLY AVAILABLE	AVAILABLE ABOUT HALF THE TIME	USUALLY NOT AVAILABLE	ALMOST NEVER AVAILABLE	CANNOT ESTIMATE
MLRS Launchers						
HEMTT/HEMAT						
Net Control						
Blank Ammunition						
Live Ammunition						
Fuel						
Spare Parts						
Radios						
Night Vision Devices						
NBC Equipment						
Vehicles (Light)						
ARTEP MTPs						
Training Circulars						
Training Ref. Materials						
Soldier's Manuals						
Trainer's Guides						
Technical Manuals						
SQTs						
Field Manuals						
Exercise Scenarios						

## APPENDIX B

### INFORMATION SOURCES

The columns below identify the sample from whom the data were collected. Contents of the columns are as follows:

<b>INT NO.</b>	Interview number: interview and survey information were collected from individuals and groups at 98 interviews conducted at the five posts.
<b>SITE</b>	Each of the five posts is assigned an ID number, which identifies all interviews from that post.
<b>ECHELON</b>	Respondents from Battery, Platoon, and Section are assigned a phantom organizational code, permitting the reader to track responses of individuals by Battery (A thru I) without revealing the identity of the unit. Firing Platoons are identified as 1 thru 3, the Ammunition Platoon as A.
<b>POSITION</b>	Respondents are identified by position as follows:  BNCO - Battalion Commander BNS1 - Battalion S-1 BNS3 - Battalion S-3 BNS4 - Battalion S-4 DACO - Division Artillery Commander DAS1 - Division Artillery S-1 DAS3 - Division Artillery S-3 DAS4 - Division Artillery S-4 DTNG - Division Artillery Training Officer PAC - Personnel Administration Clerk BYCO - Battery Commander BYOO - Battery Operations Officer B1SG - Battery First Sergeant OPSG - Battery Operations Sergeant COMM - Battery Communications Chief PLDR - Platoon Leader PSGT - Platoon Sergeant RECN - Reconnaissance Sergeant SCHF - Section Chief GUNR - Gunner DRIV - Driver A/SC - Assistant Section Chief (Ammunition Platoon only).
<b>GRADE</b>	Respondent's military rank/grade.

**PERSONNEL INTERVIEWED AT BATTALIONS AND SEPARATE BATTERIES\***  
**Assessment of MLRS Training Strategy**

	Battalion	Sep Battery	Total
Battalion Commanders	2		2
Battalion Exec Officer	1		1
Battalion S1s	2		2
Battalion S3s	2		2
Battalion S4s	2		2
 DIVARTY Commanders		3	3
DIVARTY S1s		3	3
PAC		1	1
DIVARTY S3s		2	2
Training Officer		1	1
DIVARTY S4s		3	3
 Battery Commanders	6	4**	10
Btry Opns Officers	6	1	7
Battery First Sergeants	5	0	5
Battery Opns Sergeants	1	0	1
 Firing Platoon Leaders	7	7	14
Firing Platoon Sergeants	14	9	23
Firing Section Chiefs	31	27	58
Firing Section Gunners	22	15	37
Firing Section Drivers	4	3	7
 Ammo Platoon Leaders	3	1	4
Ammo Platoon Sergeants	6	3	9
Ammo Section Chiefs	14	5	19
Ammo Section Asst Chiefs	2	3	5
 Recon Sergeants	3	0	3
Commo NCOs	<u>1</u>	<u>0</u>	<u>1</u>
	134	91	225

\*Personnel were drawn from two MLRS Battalions and three Separate Batteries in CONUS. Units were selected with concurrence of USAFAS as representative of CONUS MLRS units.

\*\*Second Battery Commander had served in this unit and was awaiting reassignment following change-of-command.

**SAMPLE**

Int No.	S i	Echelon Btry	Plt	Sec	Posi- tion	Grade
1	1				BNCO	O5
2	1				BNS1	O2
3	1				BNS3	O4
4	1				BNS4	
5	1	A			BYCO	O3
5	1	A			BYOO	O2
5	1	A			B1SG	E8
5	1	A			OPSG	E6
6	1	A	1		PSGT	E7
6	1	A	3		PSGT	E7
6	1	A	A		PSGT	E7
7	1	A	1	1	SCHF	E5
7	1	A	1	1	GUNR	E4
7	1	A	1	2	SCHF	E6
7	1	A	1	2	GUNR	E5
8	1	A	2	1	SCHF	E6
8	1	A	2	2	SCHF	E6
8	1	A	2	3	SCHF	E6
8	1	A	2		RECN	E6
9	1	A	3	1	SCHF	E6
9	1	A	3	1	GUNR	E5
9	1	A	3	2	SCHF	E5
9	1	A	3	2	GUNR	E5
9	1	A	3	3	SCHF	E5
9	1	A	3	3	GUNR	E5
9	1	A			COMM	E5
10	1	A	A	1	SCHF	E5
10	1	A	A	2	SCHF	E5
10	1	A	A	3	SCHF	E5
11	1	B			BYCO	O3
11	1	B			BYOO	O2
11	1	B			B1SG	E8
12	1	B	1		PLDR	O2
12	1	B	1		PSGT	E6
12	1	B	2		PSGT	E7
13	1	B	2	1	SCHF	E6
13	1	B	2	1	GUNR	E5
13	1	B	2	2	SCHF	E6
13	1	B	2	2	GUNR	E5
13	1	B	2	3	SCHF	E6

Int No.	t e	S Echelon i Btry			Posi- tion	Grade
		Plt		Sec		
13	1	B	2	3	GUNR	E5
14	1	B	A		PLDR	O2
14	1	B	A		PSGT	E6
14	1	B	A	1	SCHF	E6
14	1	B	A	3	SCHF	E6
15	1	C			BYCO	O3
15	1	C			BYOO	O2
15	1	C			B1SG	E8
16	1	C	2		PLDR	O2
16	1	C	1		PSGT	E7
16	1	C	2		PSGT	E7
16	1	C	3		PSGT	E7
16	1	C	A		PSGT	E6
17	1	C	1	1	SCHF	E6
17	1	C	1	1	GUNR	E5
17	1	C	1	1	DRIV	E4
17	1	C	1	3	SCHF	E6
17	1	C	1	3	GUNR	E5
18	1	C	2	1	SCHF	E6
18	1	C	2	1	GUNR	E5
18	1	C	2	2	SCHF	E5
18	1	C	2	2	GUNR	E5
18	1	C	2	3	SCHF	E6
18	1	C	2	3	GUNR	E5
19	1	C	3	1	SCHF	E6
19	1	C	3	1	GUNR	E5
19	1	C	3	2	SCHF	E6
19	1	C	3	2	GUNR	E5
19	1	C	3	3	SCHF	E6
19	1	C	3	3	GUNR	E5
20	1	C	A	1	SCHF	E5
20	1	C	A	1	A/SC	E5
20	1	C	A	2	SCHF	E6
20	1	C	A	2	A/SC	E5
21	2				BNCO	O5
22	2				BNXO	O4
23	2				BNS1	O3
24	2				BNS3	O4
25	2				BNS4	O3
26	2	D			BYCO	O3
26	2	D			BYOO	O2
27	2	D	1		PLDR	O2
27	2	D	1		PSGT	E7
27	2	D	2		PLDR	O2

# SAMPLE

Int No.	t e	S Echelon i Btry Plt Sec	Posi- tion	Grade
27	2	D 2	PSGT	E6
27	2	D 3	PLDR	O1
27	2	D 3	PSGT	E6
28	2	D 1 1	SCHF	E5
28	2	D 1 1	GUNR	E4
28	2	D 1 2	SCHF	E5
28	2	D 1 3	SCHF	E5
28	2	D 1 3	GUNR	E4
28	2	D 3 2	GUNR	E5
29	2	D 3 1	SCHF	E5
29	2	D 3 1	GUNR	E4
29	2	D 3 2	SCHF	E6
29	2	D 3 2	GUNR	E5
29	2	D 3 3	SCHF	E6
30	2	D A	PLDR	O1
30	2	D A	PSGT	E7
30	2	D A 1	SCHF	E6
30	2	D A 2	SCHF	E6
30	2	D A 3	SCHF	E5
31	2	E	BYCO	O3
31	2	E	BYOO	22
31	2	E	B1SG	E8
32	2	E 3	PLDR	O2
32	2	E 2	PSGT	E7
33	2	E 2 1	SCHF	E5
33	2	E 2 1	DRIV	E4
33	2	E 2 2	SCHF	E5
33	2	E 2 2	DRIV	E4
33	2	E 2 3	SCHF	E6
33	2	E 2 3	DRIV	E3
34	2	E A	PLDR	O2
34	2	E A	PSGT	E5
34	2	E A 1	SCHF	E5
34	2	E A 2	SCHF	E5
34	2	E A 3	SCHF	E5
35	2	F	BYCO	O3
35	2	F	BYOO	O2
35	2	F	B1SG	E8
36	2	F 3	PLDR	O1
36	2	F 1	PSGT	E7
36	2	F 2	PSGT	E7
36	2	F 3	PSGT	E6
37	2	F 2	RECN	E4
37	2	F 1 1	SCHF	E5

Int No.	t e	S Echelon i Btry Plt Sec	Posi- tion	Grade
37	2	F 1 2	SCHF	E5
37	2	F 3	RECN	E4
37	2	F 3 1	SCHF	E6
37	2	F 3 1	GUNR	E5
38	2	F A	PSGT	E7
38	2	F A 1	SCHF	E5
39	3		DACO	O6
40	3		DAS1	O4
41	3		DTNG	O3
42	3		DAS4	O4
43	3		PAC	E6
44	3	G	BYCO	O3
45	3	G	BYCO	O3
46	3	G 1	PLDR	O2
46	3	G 1	PSGT	E7
47	3	G 2	PLDR	O2
47	3	G 2	PSGT	E6
48	3	G 3	PLDR	O1
48	3	G 3	PSGT	E7
49	3	G 1 1	SCHF	E5
49	3	G 1 1	GUNR	E4
50	3	G 1 2	SCHF	E6
50	3	G 1 2	DRIV	E2
51	3	G 1 3	SCHF	E6
52	3	G 2 1	SCHF	E5
52	3	G 2 1	GUNR	E4
53	3	G 2 2	SCHF	E6
53	3	G 2 2	GUNR	E4
54	3	G 2 3	SCHF	E6
54	3	G 2 3	GUNR	E4
55	3	G 3 1	SCHF	E5
55	3	G 3 1	GUNR	E4
55	3	G 3 2	SCHF	E6
55	3	G 3 2	GUNR	E4
55	3	G 3 3	SCHF	E6
55	3	G 3 3	GUNR	E4
56	3	G A	PSGT	E7
57	4		DACO	O6
58	4		DAS1	O3
59	4		DAS3	O5
60	4		DAS4	O3
61	4	H	BYCO	O3
62	4	H	BYOO	O2
63	4	H 1	PSGT	E7



SAMPLE

Int No.	t e	S Echelon i Btry Plt Sec	Posi- tion	Grade
64	4	H 1 1	SCHF	E6
65	4	H 1 2	SCHF	E6
66	4	H 1 3	SCHF	E6
67	4	H 2	PLDR	O2
67	4	H 2	PSGT	E7
68	4	H 2 1	SCHF	E6
69	4	H 2 2	SCHF	E6
69	4	H 2 2	GUNR	E5
70	4	H 2 3	SCHF	E6
70	4	H 2 3	GUNR	E5
71	4	H 3	PLDR	O2
71	4	H 3	PSGT	E6
72	4	H 3 1	SCHF	E6
72	4	H 3 1	DRIV	E3
73	4	H 3 2	SCHF	E5
73	4	H 3 2	DRIV	E2
74	4	H 3 3	SCHF	E5
74	4	H 3 3	GUNR	E4
75	4	H A	PLDR	O2
75	4	H A	PSGT	E7
76	4	H A 1	SCHF	E6
77	4	H A 2	SCHF	E5
78	4	H A 3	SCHF	E6
78	4	H A 3	A/SC	E4
79	5		DACO	O6
80	5		DAS1	O4
81	5		DAS3	O4
82	5		DAS4	O3
83	5	I	BYCO	O3
84	5	I 1	PLDR	O1
84	5	I 1	PSGT	E7
85	5	I 1 1	SCHF	E6
85	5	I 1 1	GUNR	E5
86	5	I 1 2	SCHF	E6
87	5	I 1 3	SCHF	E6
88	5	I 2	PSGT	E7
89	5	I 2 1	SCHF	E6
90	5	I 2 2	SCHF	E5
90	5	I 2 2	GUNR	E5
91	5	I 2 3	SCHF	E5
92	5	I 3	PLDR	O1
92	5	I 3	PSGT	E7
93	5	I 3 1	SCHF	E5
93	5	I 3 1	GUNR	E4

Int No.	t e	S Echelon i Btry Plt Sec	Posi- tion	Grade
94	5	I 3 2	SCHF	E6
94	5	I 3 2	GUNR	E4
95	5	I 3 3	SCHF	E5
95	5	I 3 3	GUNR	E5
96	5	I A	PSGT	E6
97	5	I A 1	SCHF	E6
97	5	I A 1	A/SC	E5
98	5	I A 2	SCHF	E5
98	5	I A 2	A/SC	E4

## **APPENDIX C**

### **INTERVIEW DATA FILES**

This Appendix contains the interview statements organized into files that support findings presented in the body of the report. Statements often appear in more than one file, because many contain information that supports more than one finding. Files are organized by topics listed on pages C-ii through C-iv. Under each topic, statements are organized by post and by echelon within post. The number of the interview in which each statement was made appears in parentheses near the right margin below each statement.

**APPENDIX C  
INTERVIEW DATA FILES**

**I. EMPIRICAL DATA ON TRAINING PROGRAMS NOW IN USE IN UNITS**

**A. Training Management**

1. Guidance to battery
2. Guidance from battery
3. Training responsibilities
4. Mission/Training/Support Cycle (R/G/A)
5. Training the trainers
6. Documents used in planning training
7. Training drivers

**B. Garrison Training**

1. Weekly training schedules
2. Tasks trained
3. LTAs

**C. Field Training**

1. Frequencies, in past 12 months
2. Echelon
3. Tasks trained, by echelon

**D. New Soldier Training**

**II. QUANTITATIVE DESCRIPTIONS OF UNIT CONDITIONS AFFECTING  
TRAINING MANAGEMENT, AND UNIT PERFORMANCE**

**TRAINING,**

**A. Stability**

**B. Personnel Fill**

**C. Job/MOS/Grade Match**

**D. MLRS Experience/Expertise**

**E. Equipment (SPLL/HEMTT/HEMAT/radios) Availability due to**

1. use in displays, demonstrations
2. breakdown
3. restriction on use

**F. Maintenance Timeliness**

**G. Repair Parts Availabilities**

**H. Taskings**

**I. Resource Availabilities and Adequacies**

1. Rockets
2. Fuel
3. Ammo/ranges for indiv and crew-served wpns qual
4. Training aids/devices
5. Training materials
6. Money (costs)

**J. Idiosyncratic Local Schedules**

**K. Personnel Quality**

**L. Personnel, General**

**M. Training Realism (Train as You Fight)**

1. FTX
2. Live fire
3. CPX
4. Training area
5. Organizational equipment

**N. Effective Use of Training Time**

1. In the field
2. In garrison

**III. EMPIRICAL DATA TO SUPPORT ANALYSES OF EFFECTS OF PROGRAMS AND CONDITIONS ON HOW WELL THE UNIT PERFORMS**

**A. Frequency of Battery External Evaluations**

**B. Basis for Performance Standards**

**C. Records Kept/Documentation Available**

**D. Self-ratings**

**E. Evaluation**

**IV. SATISFACTION WITH TRADOC PRODUCTS**

**A. Recent School Graduates**

1. Quality of the troops
2. Projected assignments
3. Training needs

**B. Training Materials/Publications**

1. General availability
2. Adequacy for training

**C. Training Devices**

1. Simulators/Simulations
2. Training aids
3. Prototypes in the field

**D. Additional MLRS Training Needs**

**V. TIPS FOR TRAINERS AND TRAINING MANAGERS**

**A. Tips on Training and Evaluation from Post #2**

1. Training day cost model
2. Training responsibility: junior leaders
3. Training with other units
4. CPX
5. Field training
6. External and internal evaluations
7. Training realism – Live fire
8. Training realism – Joint land use
9. Training realism – MILES
10. Documents used to plan and evaluate training
11. Train-the-trainers
12. National Training Center

**B. Best-by-Test Competitions and Other Motivators**

**C. Combine Ammo and Firing Platoons**

**D. Training Approaches**

**E. Most Difficult Tasks to Train**

# **I. EMPIRICAL DATA ON TRAINING PROGRAMS NOW IN USE IN UNITS**

## **A. Training Management**

### **1. Guidance to Battery**

**Post 1**                      **DIVARTY/Battalion**

In the area of training management, we conduct weekly training meetings at both the battery and battalion levels. We look out 6 weeks in these meetings. Bottom up training input is stressed as only launcher chief of sections and other platoon people know what they need.

(01)

We get both quarterly and annual training guidance from the XXXXX brigade and XXXXX Corps Artillery. Their guidance is general in nature-as it should be. The battalion then publishes quarterly and annual guidance of a specific nature. The battalion's METL is approved by the XXXXX FA BDE.

(01)

Battery Commanders develop their own training plan based upon the Bn CO's guidance.

(03)

Bn. conducts weekly staff training meetings to cover whats on the Bn. calendar for the next seven weeks based upon the Bty. Cmdrs. draft training schedules which they provide (for four weeks out) prior to the meeting. Determinations are made as to what has to get done. We have not had a Bn. as a whole out in the field, has alot of a lot of autonomous Bty. level training. Bn. Co pretty much gives the Bty. Cmdrs. free rain to determine what their batteries work on.

(03)

**Post 2**                      **DIVARTY/Battalion**

The BN's O/I people put in about 300 man hours getting ready for this exercise. That involved publishing plans, orders, overlays, and scenarios, coordination for land and executing the CPX.

(24)

With us being a newly formed battalion, we initially used a centralized training management approach with a lot of training guidance coming from battalion. After the BN administered BTRY ARTEPS, we decentralized training management down to the battery level.

(24)

**Post 2**                      **Battery**

11. 'Do you have inputs from Corps?' I don't get it at my level (Bty.). Bn. outlines from higher on their training input.

(26)

8. Quarterly training updates from Bn.

(31)

**Post 2**                      **Platoon**

4. 'What training guidance do you get from the Bty?' Use quarterl training objectives from the Bn. This is supplemented by verbal guidance from the Bty. Cmdr. 'Do you have a Bty. training meeting? Once a week.

(27)

2. Section Chfs. provide input to Plt. Sgts. regarding the training needs. Bn. CO might say effort must be on CTT, etc. Every Wed. afternoon is SQT training. Tasks trained are driven by needs as requested by the Section Chfs.

(36)

**Post 2                      Section**

15. 'What do you guys do in a typical week?' Monday--Command maint. all day, Tuesday--??, Wednesday--SQT training Section level (Sgts. time), Thursday--??, Friday--?? Training is driven by the trng. sched. what ever is on the sched. is trained. Trng. requests go from Bty. to S-3 and back down to Bty.

(29)

**Post 3                      DIVARTY/Battalion**

Guidance to the Battery is fairly vague.

(41)

12B. . . .Battery level? Major events.

(41)

1F. Who schedules training times, ranges, resources. . .? We specify times for live fire exercises. We tell them when they will fire.

(41)

9. What do you give to MLRS trainers -- what do they have to work with (from the Division)? The Divarty SOP and the XXXXX reg 250-1 on live fire. There is little published beyond that. There are a few in HQ who know MLRS.

(41)

XXXXX who looks after the MLRS Battery? We do. I'm just like a battalion S-4. The XO is like the Battalion Commander. Divarty is like the Battalion. We handle their records. We are primary staff The Maintenance Tech is like the Maintenance Tech of a battalion.

(42)

1. What type admin support do you give to the MLRS Battery? Finance problems, joint domiciles, schools, -- all the soldier things, -- dogtags, meal cards, you know, -- all the soldier things

(43)

**Post 3                      Battery**

A. Inputs from the Division? None, except for the calendar they put out.

(44)

XXXXX Inputs from Division Artillery? Really not a lot.

(44)

6B. Divarty inputs? Pubs are about all.

(45)

**Post 4                      DIVARTY/Battalion**

1. 'What unique situations arose when the MLRS was introduced into DIVARTY?' I was not in command when the Bty. was fielded, but has given the DIVARTY XO the MLRS supervisory position he oversees the operation of MLRS including maintenance and acts like a commander. Other situations include the expense factor as they are moderately expensive to operate. Maintenance wise you have to keep on top of it because they are so low density, you can't drop one of those and forget about it you just have to keep on top of them.

(57)

3. 'What are the major drivers of your DIVARTY training and MLRS training?' DIVARTY it's the Combined Arms Trng. and major training events of the Div., NTC, OCONUS. For MLRS their own requirements for technical standards with some limited input or requirements from ????, basically they're in a position where they can establish their own training plans.

(57)

6. What sort of training guidance do you get from Division?' We have written guidance quarterly and annually that gives us their METL and what our focus on training should be.

(57)

7. 'Do you look to the Bty. to do that or do you look to your S-3 to work with the Bty. or where do you get that?' The way that should work is guidance goes out through normal distribution through the 3 and the XO is supposed to work with them on a daily basis or as required, he's their rater I'm their senior rater, and hopefully if he's doing his job right, then he's talking to them about this kind of stuff and has reviewed it before I've seen it.

(57)

7. 'What type of training guidance do you give the MLRS Bty.?' I put out a guidance on the same order as DIV. that applies to all units. Some of this would apply to MLRS and some would not. We also have a quarterly review where they come in and brief their plans for the upcoming quarter in specific detail. For example, their field training and whether or not it agrees with what I think they ought to be doing, resourceing of what they need, like if they say they need some support for this that or the other...it serves as a check to see if they are just paying lip service to it or they are really looking in to...the ranges, I need the radar, I want DIVARTY to come out and support me with TACFIRE, I need MET flown and all of that has to be listed out.

(57)

8. 'Does the MLRS Bty. participate in setting its own training goals and if so how do they do that?' That would be the quarterly meeting we just spoke about. Basically this is what I see myself doing, this is what my METL should be, and all those things are argued out and discussed at those meetings, and if it's not resolved there we just go back at it some other time.

(57)



1. 'Where does DIVARTY get its training guidance?' From the Div. Cmdr, he publishes a quarterly and annual training guidance. 'Does that guidance include MLRS?' Under the umbrella of fire support synchronization, it does not address MLRS specific training we do that. 'Does the MLRS Bty. participate in setting its own training goals, and if so how?' Yes. Every quarter we give to the Div. a quarterly training brief. That focuses on our three Bns. We have each of the separate Btys. give their own quarterly training brief to the DIVARTY Cmdr. That's their opportunity to outline their own goals and objectives are for the quarter and what the training plan is to meet the goals and objectives. 'Who prepares the training objectives for the MLRS Bty.?' The unit.

(59)

1. 'Who schedules training times, ranges, and resources for the MLRS Bty.?' They do it at a range resource conference that the Div. runs quarterly. Each of the Bns. and separate Btys. are identified as having a different degree of priority for a period of time using the RED/AMBER/GREEN cycle. For the period that they are Grn. they have first cut at the training areas, maneuver areas, ranges, etc. 'Some MLRS units stay in an AMBER status, does that differ here?' Yes. Cycles run about a month.

(59)

12. 'In managing training, how do you know when the MLRS Bty. is up to snuff?' Through a informal assessment of their proficiency both just from observation during their training and feedback from the Bty. Cmdr., unit ARTEPS, and Command Insp. program. 'Do you get involved in review of SQT scores, or CTT results?' No. It's addressed as part of our quarterly training review. 'Do you monitor and advise on training needs at the Bty., Plt., or Sec. level?' Not really. Unless there is a need for me to intervene. 'Who is your POC at the MLRS Bty.?' The Bty. Cmdr.

(59)

2. 'Do you get involved at all with the training resources for MLRS?' To the extent that I need to de-conflict it, or if they have competing events with other DIVARTY units if I need to set priorities within DIVARTY I will, or if they encounter problems with their coordination and requests for ranges I'll get involved. 'Does that happen very often?' To a degree it does, mostly in the area of negotiation for terrain or areas clearing firing points for them to live fire from. It a pretty easy process to work. 'How often does MLRS train with other elements of DIVARTY or maneuver elements within the DIV?' On an average they get out for an FTX about once month or once every two months. We at DIVARTY at least the command and control element (TACFIRE) try to get out with them.

(59)

9. 'What do you give to the MLRS trainers/what do they work with, including manuals, SOPs, simulations, simulators, training devices, etc.?' Well, there kind of a stand alone unit as far as having their own pubs. account, orderly room, PAC clerk and things like that. We do provide them some manuals that pertain to them the DIVARTY TACSOP that they have written their own...there's are very little in the way of training simulators or training aids that apply to MLRS specific skills. We have provided things that go back to the common skills type things. 'Let me ask a specific question with regards to the task of destroying ammunition, are there any training aids like demo. kits?' We get a very small amount of ED material that we can use...

(59)

**Post 4 Battery**

4. Who plans your training? It's driven from the bottom up. The platoon leaders and sgts should do it 4-5 weeks ahead. From Divarty guidance I tell the Plt. Ldrs. what is needed. But we get little Divarty guidance so I do it. It's hard to get our plans blessed by Divarty because we're not priority. It's like pulling teeth to get land to train in. Divarty doesn't understand what we need. They don't understand us.

(61)

6.A What are the training plan inputs from Division? Well, for example, the Division might slice off a Platoon to Brigade to get maneuver COs to learn how to deploy MLRS.

(61)

3. Platoon Critical Task List handout. How train the platoons to bring up to speed on weak tasks? The CO gets to evaluate the platoons, but there is no guidance from Divarty or the Battery CO. And there is no input from the Platoon Leaders.

(62)

6.A What are the inputs from the Division? CPXs, holidays, changes in command. It largely doesn't apply to us.

(62)

6.B What are the inputs from Divarty? There is an obsession with "looking good" vs. "being good." The idea is to get one ARTEP per commander. Integration of the Ammo Platoon into the Firing Platoons makes a lot of sense. It yields a better ratio of leaders to trainers. The Ammo Plat. Ldr and the Ammo Platoon Sgt. still have a role to play. The Ammo Platoon Leader is the Motor Officer.

(62)

**Post 4 Platoon**

XXXXX How do you train? We try to train like we're going to fight. There's plenty of terrain at XXXXX, but somebody needs to rethink how to train. If the FDC gets knocked out TACFIRE doesn't know what to do with MLRS. Every major commander should know what an asset MLRS is. We do our own training plans, but we can't do effective training in the motor pool. You must move the equipment. Vibration on the move is a critical problem. We won't be an effective fighting force because we won't be trained. We'll be a hollow army. We must operate the equipment. There is no flexibility in training. Maintenance is not a Divarty problem, but it should be. The separate Battery gets left twisting in the wind because of the Battalion syndrome.

(63)

XXXXX How do you compare training in Korea with training at Fort XXXXX? We don't train in CONUS like we're going to fight. Nobody knows what to do with MLRS. There's none higher than a Captain who knows how to use MLRS.

(63)

**Post 5 DIVARTY/Battalion**

10. What is the Division policy on live fire? It's between me and the Battery CO. Then it goes on the training schedule.

(79)

6. What training guidance is provided by the division? Annual training guidance and quarterly training guidance published by the division.

(79)

7. What guidance do you give to MLRS? If there are any specific changes for MLRS they will be highlighted in my training guidance.

(79)

1. Where does Divarty get its training guidance? From Divarty Training. There's not much on MLRS, only a broad outline. We try to fill it in. We provide evaluation to the Battery every 18 months.

(81)

1.D Does the MLRS Battery participate in setting its own training goals? The Battery CO has leeway in setting goals. We put out a training guide -- a schedule -- but he determines the goals.

(81)

1.F Who schedules training times and resources? They submit requests to us. Land is the biggest problem. There is a restriction on overhead fire.

(81)

1.A How do you track ammo, maintenance, and parts to determine training cost by category? Ammo comes out the the S-3 shop. We handle real world ammo. Maintenance is normally kept at the Battery level. Parts we don't track here. Battery fills out their report at the end of each month. We get a weekly budget report from Battery and I have a rough estimate of what they spend by the week, month, and quarter. We look at historical data to track costs for training exercises. It will cost from \$2300 to \$5700/day for a training exercise.

(82)

**Post 5 Battery**

6. What does the training planner base it on? He gets training guidance from the Division and Divarty. The Platoon Ldrs and the Platoon Sgts fill in the holes in the schedule.

(83)

**2. Guidance from Battery**

**Post 1 DIVARTY/Battalion**

In the area of training management, we conduct weekly training meetings at both the battery and battalion levels. We look out 6 weeks in these meetings. Bottom up training input is stressed as only launcher chief of sections and other platoon people know what they need.

(01)

**Post 1 Battery**

1. METL is used to focus the batterys training. Battery has developed METLs for platoon and section as well. Referred to battle drills in the sections.

(11)

2. Section METL and ARTEP tasks (battle drill) are focal points for Wednesday Sgts. time training. Friday conduct CommX, training meeting so that Plt. Sgts. can get their training input into the O/D.

(11)

The battalion's training meeting is held each Wednesday when they go through a six week planning calendar. Taskings by battery result. I hold my battery training meeting on Thursdays. Platoon sergeants should come to that meeting and say this is what I need to train my soldiers.

(15)

**Post 1 Platoon**

The training guidance we get is a list of critical platoon level tasks based upon the METL.

(06)

1. 'What training guidance do you receive from the Bty?' We're given a METL from Bn. down to Bty. level then I take it from Bty. level and put it into Plt. and Sec. form. We go by that, it's just like the bible. XXXXX, METL is the basis of all our training as far as the short term or week to week basis. We have a Bty. level training meeting every week. - XXXXX The OO disseminates requirements that come down from higher (tasking) which fills up a lot of our time, XXXXX any time leftover, it's up to the Platoon level leadership to come up with what ever training we feel our troops need and integrate that into the training schedule.

(12)

**Post 1 Section**

We get btry guidance in the form of the training schedule.

(07)

XXXXX WHAT TRAINING GUIDANCE DO YOU RECEIVE FROM THE BTY? What comes down from XXXXX Corps -- battle drills, those things we have to be trained on including up-load, down-load, identifying ammunition, the MTP tasks.

(14)

**Post 2                      Battery**

9. 'Who plans the training?' The Sec.Chfs., Plt Ldrs/Sgts and all of us get in there and scratch like chickens, we try to incorporate the Chfs. info. from the soldiers, and then take those things that are the same as far as idea ???? but I plan the training. 'How do you get this up?' Every Monday at 1400 we have training meetings with Sec.Chfs. and above. We discuss the training highlights as dictated by Bn., those things we have to do, SQT, command maintenance, etc, etc, then plan our range weeks, FTXs, but the spaces that are available to me, I plan. I try to plan one quarter at a time (the rest of the reply I can't make out).

(26)

9. Trng. meeting each Wed. Plt. Sgts. input to SQT Trng. requirements to the Trng. O. Each Wed. afternoon is SQT training time. Chfs. of Section are the trainers.

(31)

'What form are the training inputs from the Plt Ldrs/Sgts?' They submit the training requests from sections.

(35)

3. 'Who plans your training?' The platoons, training meeting every Monday where the training inputs from the sections are submitted to the bty. training officer.

(35)

**Post 2                      Platoon**

4. 'What training guidance do you get from the Bty?' Use quarterly training objectives from the Bn. This is supplemented by verbal guidance from the Bty. Cmdr. 'Do you have a Bty. training meeting?' Once a week.

(27)

1. 'What training guidance do you get from the Bty.?' We're pretty much free to train our Plts. as we see fit. We input into the training schedule. We get copies of Bn. and Corps guidance.

(32)

**Post 2                      Section**

3. 'Do you have weekly training meetings or anything like that? How do you get word back?' Once in a while they'll come up to you and say we need training for this-this-this date now. It might be tomorrow or Friday, they might say they need it now. One section chief kept a list of tasks his driver missed on his last SQT. If they come up to him and ask what training he needs for day X week Y he gives them those tasks. Said they don't have time to sit down and go through a job book...Plt.Ldrs/Sgts do it, but as far as the people that do the training we don't get to sit in on training meetings.

(28)

15. 'What do you guys do in a typical week?' Monday--Command maint. all day, Tuesday--??, Wednesday--SQT training Section level (Sgts. time), Thursday--??, Friday--?? Training is driven by the trng. sched. what ever is on the sched. is trained. Trng. requests go from Bty. to S-3 and back down to Bty.

(29)

1. 'What training guidance do you get from the Bty?' We get a very specific training schedule from Bty. We have SQT training Wednesday afternoons, CTT training begins when the CTT window opens up. Other than that FTXs. We fill in spaces with specifics.

(30)

1. 'What training guidance do you get from Bty?' We get criteria about different tasks we train on like up-loading/down-loading like areas we need to train on...like when we get new guys in we start from scratch. Most of it is generated from the Plt. Sgt. and Plt. Ldr.

(34)

1. Training guidance begins at the section level with training request input from the section chfs. to the Plt. Sgts. Training requests are sent through the platoon and Bty. to Bn. (S-3) for inclusion in the training schedule. This process takes place each week at a meeting of Bty./Plt. leaders.

(38)

Post 3 Battery

4. Who plans your training? The Bty CO and the Lts -- the Platoon Leaders.

(44)

Post 3 Platoon

1. Training guidance from Battery? There is no specific guidance from the Battery.

(46)

1. Training guidance from Battery? We get very little guidance from the Battery.

(47)

4A. Plans to train platoon to bring up to speed? NBC is 50/50. Individual NBC is OK but if the platoon goes to the field, -- NO GO. We don't train NBC as a platoon. Basically, we'll use the CTT, but the battery doesn't have an NBC training plan.

(47)

1. Training guidance from Battery? We just got a new commander. The previous CO provided METLs, Battle Tasks, that sort of thing. We never trained as a battery. Mostly, it's been platoon level down.

(48)

XXXXX What opportunities have you had to train these people? We've worked up training schedules on our own. The battery supports us as far as putting it on the training schedule.

(48)

1. What type of training guidance do you get from the battery? Mainly, they would give us a lot of time blocks to fill on a schedule. Like if we'd see that CTT tests were coming up we'd plan our schedule towards CTT.

(56)

**Post 4 DIVARTY/Battalion**

1. 'Where does DIVARTY get its training guidance?' From the Div. Cmdr, he publishes a quarterly and annual training guidance. 'Does that guidance include MLRS?' Under the umbrella of fire support synchronization, it does not address MLRS specific training we do that. 'Does the MLRS Bty. participate in setting its own training goals, and if so how?' Yes. Every quarter we give to the Div. a quarterly training brief. That focuses on our three Bns. We have each of the separate Btys. give their own quarterly training brief to the DIVARTY Cmdr. That's their opportunity to outline their own goals and objectives are for the quarter and what the training plan is to meet the goals and objectives. 'Who prepares the training objectives for the MLRS Bty.?' The unit.

(59)

**Post 4 Battery**

3. Platoon Critical Task List handout. How train the platoons to bring up to speed on weak tasks? The CO gets to evaluate the platoons, but there is no guidance from Divarty or the Battery CO. And there is no input from the Platoon Leaders.

(62)

5. Who are the trainers? The Section chiefs. The Battery CO doesn't go to the field so there is no emphasis on training.

(62)

**Post 4 Platoon**

1. What training guidance do you get from Battery? 6-60 and ARTEP type standards.

(63)

1. Training guidance from the battery? We don't get a lot, and when we do it's very broad. Basically, training is left up to us. We do get a long range calendar. There is very little training guidance from the Battery CO. We use the ARTEP manual and the mission training plan. We try to plan a month ahead by having weekly meetings at the battery level, but there are no clear-cut objectives and no evaluation of whether the objectives are being met. And we don't have any after-action reports, either.

(67)

1. What training guidance do you get from the Battery? We have weekly battery training meetings to discuss what's coming up in the weeks ahead. We look at the METL and screen for the ARTEP coming up at the end of the month.

(71)

1. What training guidance do you get from battery? There is very little guidance, -- very little. Commanders coming to the battery don't have any understanding of where ammo stands. Where the training stands. It's my job to brief him and that can only go so far. I've provided very extensive after-action reviews that were ignored. So is there guidance coming down? No.

(75)

**Post 5 DIVARTY/Battalion**

1.D Does the MLRS Battery participate in setting its own training goals? The Battery CO has leeway in setting goals. We put out a training guide -- a schedule -- but he determines the goals.

(81)

**Post 5                      Platoon**

1. What training guidance do you get from the Battery? The Battery puts add-ons to what comes down from Div/Divarty.

(84)

1. What training guidance do you get from the Battery? We get very little from the Battery. We're less mission oriented here than in Germany. The Battery CO provides the key training targets during the quarterly briefings.

(88)

1. What training guidance do you get from Battery? There's a range of training objectives provided at the weekly training meeting but that's about all. The Battery mission is to help the platoon conduct training and we had a published statement and METL.

(92)

1. What training guidance do you get from the Battery? Very little. We don't key on what we have to do.

(96)

**3. Training Responsibilities**

**Post 1                      DIVARTY/Battalion**

From the battalion METL, the batteries have identified critical tasks down to the section level. We have an intensive SQT training program for our war fighting MOS(s) those being our 13M and 13P soldiers. To develop and sustain crew proficiency, we devote each Wednesday to battle drills. Additionally, each battery live fires quarterly, plus they have a couple days following the firing to make a training assessment and work on their weaknesses. The "surface safety zone" for our current practice rocket is very restrictive. Because of this restriction, we only have three firing points at XXXXX cleared for firing. I understand the school is looking at a couple different practice rockets. If a practice rocket with a smaller surface safety zone is fielded that would allow us to incorporate our live firing into longer battery or battalion FTXs rather than as a separate training event as it is done now.

(01)

In reality, it is the battery commander's call how to get the most training from the rockets available.

(01)

Battery Commanders develop their own training plan based upon the Br CO's guidance.

(03)

Bn. conducts weekly staff training meetings to cover whats on the Bn. calendar for the next seven weeks based upon the Bty. Cmdrs. draft training schedules which they provide (for four weeks out) prior to the meeting. Determinations are made as to what has to get done. We have not had a Bn. as a whole out in the field, has alot of a lot of autonomous Bty. level training. Bn. Co pretty much gives the Bty. Cmdrs. free rain to determine what their batterys work on.

(03)

NCOs run the training.

(03)



**Post 1                      Battery**

11. CTTs are trained up by the soldiers Section chfs. Sgts. boo are maintained and checked periodically by the Bty. 1st Sgt.

(11)

7. Training is planned from the section level up (through the Plt Sgts.) based upon the needs that surfaces during training periods e.g. Sgts. time, etc.

(11)

**Post 1                      Platoon**

1. 'What training guidance do you receive from the Bty?' We're given a METL from Bn. down to Bty. level then I take it from Bty. level and put it into Plt. and Sec. form. We go by that, it's ju like the bible. XXXXX, METL is the basis of all our training as as the short term or week to week basis. We have a Bty. level training meeting every week. - XXXXX The OO disseminates requirements that come down from higher (tasking) which fills up lot of our time, XXXXX any time leftover, it's up to the Platoon level leadership to come up with what ever training we feel our troops need and integrate that into the training schedule.

(12)

2. 'How do you know how well your Platoon can perform the say th ARTEP tasks or your METL related tasks?' Section Chfs. identify short comings with their drivers and gunners and provide feedback the Plt.Sgt./Plt.Ldr. at weekly training meetings. Collectively, the only opportunity we have to observe the collective training i when we go on a FTX XXXXX which isn't as frequent as it should be 'How frequent is it?' Once every couple of three months. We sho once a quarter. We go out and shoot once a quarter, that ta up a full day XXXXX -and the two days we have left we do battle/section drills.

(12)

7. 'How do you integrate say, individual training and platoon/section collective (task) training?' Here at XXXXX it's made easy for you. One day on a Wednesday which is dedicated to section drills, that whole day from 0730 until 1530 is section dr time. Tuesdays and Thursdays if you have no STRs, if you have no other requirements needed of you then you have your common task t training. XXXXX lot of cases we combine the common task training like 'Reload Operations in MQPP IV', andDecon. of the Vehicle in MQPP IV, and we combine those tasks. Training tends to be the sa old thing every time we train (field or otherwise).

(12)

4. Individual skills are measured/assessed by section chfs. Section chfs. input training needs to the Plt. Sgt.

(16)

**Post 1                      Section**

1. Would use the CT soldier manual and NBC NCO to train NBC specific task to section.

(08)

4. Section Chfs. submit training need to Plt. Sgt.

(08)

6. Tasks section leaders will train their troops on 'half of th stuff is not on the SQT. The troops must get hands on training : they don't it's not helping them.

(08)

7. SPLL Section Chfs. are hurt (SQT wise) because they have to remain with the SPLs as a trainer and can't get the cross training on the Ammo. Plt. equipment. Same applies to the Ammo. Plt. Section Chfs.

(08)

As chief of section. I tell my platoon sergeant the training I need but I'm not getting it. The reason is because the platoon sergeant schedule what we already know for the sergeants time training on Wednesdays. We won't learn our war fighting skills at Fort XXXXX. We won't learn them until we get into the fight. On a three day field exercise, we turned in 20 radios. If you can't get a radio send a mission, we don't have a purpose in being out in the field.

(09)

We have a SQT train-up period that begins 1-2 months out from the test. Our quality training time is on Wednesdays when we are supposed to be allowed to work on SQT tasks. The battalion S3 provides a SQT roll up by task number for the battery. The list shows the number that did poor and the number that did excellent on task. We start with the weakest first. I could get through the whole soldiers manual for 13M skill levels 1 and 2 in three months using only Wednesdays. We do not use CEOI(s) here at Fort XXXXX and nobody knows how to authenticate. MIJI is only taught around SQT time. That's the SQT scores were low in that area.

(09)

When I get a new soldier, I ask him to show me what he knows. I can train a new AIT driver to perform the gunner's job with 30-40 dry missions. We can generate fire missions from the launcher. I teach him how to enter start up data and masking data right from the motor pool.

(09)

You are responsible to train your own people and if the NCO is weak in an area, then his people will be weak also.

(09)

I ask new soldiers to show me what they know. They need additional HEMTT training when I get them. If they need launcher training, I will coordinate that with my associated firing platoon sergeant and ask him to have one of his section chiefs give the instruction. I use my assistant section chief sergeant to train new 13M(s) one-on-one. If I didn't have a sergeant in that position, I would train the new soldier with the rest of the section. It would be training for the new guy and review for the rest. I use the -10 manual to teach PMCS on the HEMTT and BOOM control functions for reload operations.

(10)

1. 'How would you train a given task that needed work to bring your troops up to standard?' The overall responses indicated the various manuals related to given tasks. Majority opinion was that unless there was a degree of realism the task procedure would not be retained by the average soldier. Example used was 'Prepare for a Nuclear/Chemical Attack.'

(13)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? Basically it is at section level. There are section level battle drills. It is the section chief's responsibility to train.

(14)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? In my battery, quality training is good. The only time I can't do it is when (my people) are with the firing people. The NCOs have discussed this among ourselves. Let's get free from this redundancy. We keep repeating battle drills, battle drills every week. Every week. The monotony works a hardship on the ammo people. What we want is the freedom to train our troops the way we see it. To be given the trust because we know what it is they need. But that doesn't happen here. We give our input to the platoon sgts but nothing happens.

(14)

DOES YOUR REQUEST EVER GET ON A TRAINING SCHEDULE? Hardly. So I do my own training when we have a battle drill.

(14)

HOW DO YOU INTEGRATE INDIVIDUAL AND COLLECTIVE TRAINING? First, if he's coming out of basic I check to see if he's qualified and to find out what his weaknesses are. Since it's my responsibility to see that he's trained I'll give him a class first, test him, and if a no-go I'll retrain. When we go to an FTX I'll ask the plt sgt if I can integrate some of my people and give me some of his people.

(14)

HOW WOULD YOU FIND OUT HOW TO DESTROY AMMUNITION? I'll ask my people -- other sections to see how they do it. When we go to the field, we train on stuff like this and when we get back if they tell me I'm all messed up on this then we train up to learn that task. (4.1 It's kinda hard for me to get an ARTEP manual.) Also I make my own evaluation.

(14)

ON 50/50 GOs, WHAT'S YOUR PLAN ON GETTING YOUR PLT UP TO SPEED? That's why we're running that exercise next week. After we have that evaluation we'll be able to look at the results and decide where we're weak and what we need to train on.

(14)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO? Remember, it takes six weeks lead time to get something into the training plan. When section chiefs hand something in to the plt sgt that they feel they need training on, and then the training plan comes out and it says -- battle drills -- they aren't ready for it. They were looking for something else and they didn't get it. There is a problem in the planning phase because we can't control the conditions we will run into six weeks out. 4.1 At XXXXX there is a real lack of available training area for MLRS. Land navigation training in a tight compacted area just isn't effective. A driver can get 8-9 range violations just driving across post.

(14)

WHEN YOU MAKE RECOMMENDATIONS THAT ARE NOT REFLECTED ON THE TRAINING PLAN, WHAT DO YOU DO TO QUESTION WHY THAT IS HAPPENING? WHAT KIND OF RESPONSE DO YOU GET FROM THOSE BEING QUESTIONED? The most common answer is, 'We couldn't get the range,' or, 'There is some other priority.'

(14)

1. Tasks that need training are reported to the Plt. Sgt. for inclusion in the Bty. training schedule.

(17)

1. Tasks that the Sec. Chf. felt needed training would be reported to the Plt. Sgt. to be included on the Plt./Bty. training schedule.

(19)

4. Plt. Sgts and Sec.Chfs. drive training (whats needed) for both individual and collective training.

(19)

Assess new troops knowledge on the equipment by hands on training and quizzing. Will also quiz on other soldier tasks both CT and SQT. Will put weaker troops with stronger troops.

(20)

Sgts. time is used to evaluate the progress of the new troops.

(20)

## Post 2

## DIVARTY/Battalion

Our training strategy, methods and techniques are based upon how we expect this unit to be employed. Each platoon occupies a 3 X 3 KM AO. You rely much more upon competent section chiefs that in tube artillery where you have some geographical closeness. My training focus and basic combat strength lies with the section. They are out there on the ground by themselves. Given that, my training strategy is to develop NCO section chiefs and the trust and confidence between the section chief and gunner-driver team. To focus training upon the skills necessary to fight and survive in that isolation on the battlefield. We have developed SOP(s) and procedures to reinforce the section chiefs critical role. A critical aspect of our training approach is holding the section chiefs responsible. The section chief is the trainer of his section in such areas as rifle marksmanship, first aid, land navigation and 13M MLRS crew skills. We use this approach rather than a subject matter expert to teach everyone.

(21)

The training methods I use are based on how we expect MLRS to be employed. You rely very much on the competence of section chiefs much more than in tube artillery. The basic combat strength lies with the section. They are out there on the ground by themselves. Their lifeline back to the platoon/battery is at the end of a hand mic. There must be trust and confidence between the section chief and his gunner-driver team. That section chief is the trainer of his troops in the SQT/CTT individual skills. My combat efficiency is based upon the efficiency of my combat power team at the launcher level. To build the confidence and trust at the team level, the section chief teaches to his people such subjects as rifle marksmanship, land navigation, first aid and 13M MLRS crew skills. I do not use a subject matter expert to teach a topic to everyone. A critical aspect to our training methods and approach is holding the section chiefs responsible.

(21)

This battalion was formed about two years ago. It was formed a battery at a time. After new equipment fielding and collective training completed, representatives from XXXXX administered a ARTEI. I applied my concept of MLRS training right from the start. I had the XXXXX train my NCO(s) who trained the troops rather than having the school train everyone. Because of MLRS dispersion, you rely very heavily on the competence of section chiefs - much more than tube artillery. My basic combat strength lies with the launcher section. Given that, my training strategy is to develop NCO section chiefs and build trust and confidence between the chief and his gunner-driver team. The section chief teaches to his crew the skills necessary to fight and survive in that isolation on battlefield. The section chief teaches to his people: rifle marksmanship, land nav, first aid, SQT/CTT skills & 13M MLRS crew skills. A critical aspect of our training approach is holding the section chiefs responsible.

(21)

XXXXX Corps and XXXXX Corps artillery training guidance is very general. We develop our own METL and the training necessary to meet the METL. Our batteries participate in establishing their training goals. Each battery has their own METL because they are organized to operate independently. The platoon(s) then develop a task list to support their btry's METL. As the BN S3, I generally do not get involved with what the battery platoon leaders are training in. They have the latitude to train on what they deem appropriate.

(24)

Our section chiefs are the primary trainers in the battalion. Our chiefs are responsible for whatever functions their sections do - be it training or post support tasks. We do our marksmanship training with the Marine Corps. They are probably the best in the world at this. I made the arrangements simply by walking into the marksmanship OIC's office and asking. Because of this training, we won the XXXXX Marksmanship Competition and will represent them in the XXXXX in the fall.

(24)

Section chiefs are the primary trainers in the battalion. The chief is responsible for everything that section does be it training related or post support functions.

(24)

The BN's O/I people put in about 300 man hours getting ready for this exercise. That involved publishing plans, orders, overlays, and scenarios, coordination for land and executing the CPX.

(24)

The section chiefs are the primary trainers in the battalion. The chiefs are responsible for whatever that section does; be it training or support.

(24)

This system depends on the NCO more at all levels of training and types of training than other types of field artillery units. Your span of control is such that you feel uneasy because you're not sure what's going on with individual launchers. At the battalion level, you do not know individual launcher locations. You have more dependence on junior officer platoon leaders and NCO(s) than in tub artillery units. They need to be better map readers, know how to lay out a 9KM area. They need to know what elements are in their 9KM AO for intelligence gathering and element positioning purposes.

(24)

With us being a newly formed battalion, we initially used a centralized training management approach with a lot of training guidance coming from battalion. After the BN administered BTRY ARTEPS, we decentralized training management down to the battery level.

(24)

## Post 2 Battery

10. 'Who then executes the training? Who are the trainers?' The Sec. Chfs., they train their soldiers. We train our trainers like sending them to Combat Life Savers School, the Live Agent training, etc. All that is part of training the trainer.

(26)

9. 'Who plans the training?' The Sec.Chfs., Plt Ldrs/Sgts and all of us get in there and scratch like chickens, we try to incorporate the Chfs. info. from the soldiers, and then take those things that are the same as far as idea ???? but I plan the training. 'How do you get this up?' Every Monday at 1400 we have training meetings with Sec.Chfs. and above. We discuss the training highlights as dictated by Bn., those things we have to do, SQT, command maintenance, etc, etc, then plan our range weeks, FTXs, but the spaces that are available to me, I plan. I try to plan one quarter at a time (the rest of the reply I can't make out).

(26)

5. Btys. ARTEP one another. Btys. evaluate each other.

(31)

9. Trng. meeting each Wed. Plt. Sgts. input to SQT Trng. requirements to the Trng. O. Each Wed. afternoon is SQT training time. Chfs. of Section are the trainers.

(31)

13. 'What about section level training, how often do you do that?' The section chief are supposed to conduct the training. Under ideal conditions we have Tuesdays and Thursdays to train. Where we have hurt ourselves is in training the trainer. I can guarantee you that in this battery as well the other Bns. we do a very poor job of training the trainers, if they don't get it on their own they don't get it. We're always short on time!! You don't need a lot of stuff to do good training like bullets, vehicles, etc. you can use a sand table or whatever but if you don't have time to organize and get your troops together and teach them....

(35)

3. 'Who plans your training?' The platoons, training meeting every Monday where the training inputs from the sections are submitted to the bty. training officer.

(35)

5. Individual training is the responsibility of the section chiefs  
(35)

Post 2                      Platoon

14. 'Where we have differences (regarding section tasks) what would you attribute those differences to?' Proficiency of Sec. Chfs. Proficiency of personnel period. Sec. Chfs. are training to the lowest guy. It's personnel in general. 'Do you always have to work with these guys in groups or can you take them out singly and work with them?' No in this Bn. integrity of the section is.... It can be done but you don't tell anybody.

(27)

16. 'What are your plans to bring up task performance?' We can add those weak sections/tasks to the training schedule.

(27)

2. Section Chfs. provide input to Plt. Sgts. regarding the training needs. Bn. CO might say effort must be on CTT, etc. Every Wed. afternoon is SQT training. Tasks trained are driven by needs as requested by the Section Chfs.

(36)

3. If it's a Bn. field exercise Bn. evaluates the Btys., but the Plt. Sgts. evaluate their sections.

(36)

Post 2                      Section

2. 'What are some other solutions?' We submit it to training and it usually goes out the window. Or they set it up the way they want it. We say we want to take a couple of gunners out and teach them some recon and they turn around and put it on the training schedule as mounted land nav. and then the PADS guy goes out and sets up A point and B point and we wind up riding around in circles looking for A and B.

(28)

3. 'Do you have weekly training meetings or anything like that? How do you get word back?' Once in a while they'll come up to you and say we need training for this-this-this date now. It might be tomorrow or Friday, they might say they need it now. One section chief kept a list of tasks his driver missed on his last SQT. If they come up to him and ask what training he needs for day X week Y he gives them those tasks. Said they don't have time to sit down and go through a job book...Plt.Ldrs/Sgts do it, but as far as the people that do the training we don't get to sit in on training meetings.

(28)

1. Tasks that are deficient are worked on during field training exercises on a rotating basis.

(29)

15. 'What do you guys do in a typical week?' Monday--Command maint. all day, Tuesday--??, Wednesday--SQT training Section level (Sgts. time), Thursday--??, Friday--?? Training is driven by the trng. sched. what ever is on the sched. is trained. Trng. requests go from Bty. to S-3 and back down to Bty.

(29)

5. Individual training is difficult to do in the field because higher authority will not authorize SPLs to go COLD status (must remain ready to process fire missions). Most of the individual training (SQT/CTT) are pushed prior to the tests.

(29)

2. 'How do you make input to the training schedule?' Our input is more or less Bty. level training. Has very little input to Bn. training guidance. When Bty. has days allotted to it more often than not, we will be ask for input as far as what we want for training.

(30)

7. 'With regard to the tasks where the sections are as low as a 50/50 chance of getting it right, how do you go about training up on it?' These tasks will be put on the Wednesday afternoon training schedule and work on them.

(30)

8. 'How do you schedule individual training along with Plt. and Section training?' All collective training is individual training. Training will be added, for example, if a particular one hour class runs a shorter time than expected the remaining time may be used for other task training.

(30)

11. 'What's the best mix between section/platoon level training?' Hard to say because there are so many guidelines. All the training is preplanned. Section has a lot of OJT vs Plt. or Bty. The section trains as a section within the Plt or Bty so you can see what the person can do while doing the other mission at the same time so there is dual training going on.

(33)

6. 'What about new people, what do you do to get this soldier trained up?' First we'll interview him to find out what he knows, then on Wed. we are set up to do SQT training, CTT and SQT on those days, also when we go to the field I'll train him and evaluate him. I'll annotate what training he gets in the Job Book. Start with his original (main) job then build up from there once he knows his main job.

(33)

1. 'What training guidance do you get from Bty?' We get criteria about different tasks we train on like up-loading/down-loading like areas we need to train on...like when we get new guys in we start from scratch. Most of it is generated from the Plt. Sgt. and Plt. Ldr.

(34)

13. 'How do you schedule individual training along with Plt. and Section training?' It's put on the training schedule along with the other training. 'What is the percentage of the total training time is given over to individual training?' Once or twice a week or about 2-3 hours per week. On Mondays we do individual training.

(34)



4. 'Do you train up prior to the SQT?' Yes. We do SQT training every Wednesday and train three or four tasks each week. There isn't any intense SQT training prior to the test.

(34)

6. 'Once you have identified a weakness in the performance of the Plt., what are you going to do to bring them up to speed on the tasks that they are not to good at?' Do more training. We have input on the training schedule we put those tasks on the training schedule. Opinion was that the SPLs get preferential attention over the Ammo. Plt. e.g., training, meeting needs. In the field SPL guys keep training up while Ammo. personnel loose out on a lot of training by manning OPs etc., if their vehicles go down. [6.5.1 There is also a problem with communications between SPLs and HEMTTs. The HEMTTs use the AN/VRC-64 and the SPLs use the AN/VRC-47, the HEMTT radios have less power.]

(34)

7. 'What methods would you use to train up on the weak tasks?' Hands on training using a Go NoGo method. We also try to put new guys with more experienced guys.

(34)

1. How train up on NBC tasks? The first requirement is to get those tasks on the training schedule because until that happens that whole area will just keep getting pushed under the table. Nobody likes to train in NBC but until we do enough of it to get comfortable with it we won't be able to do it.

(37)

2A. How do you know who needs training in what area? I take them through the manual, show them equipment, and walk through all the tasks with them. I watch and see who needs training in what area. It's all hands-on stuff. DJT.

(37)

9A. How do you know what training newly assigned soldiers need? You ask him a bunch of questions about his job or you tell him to go do something and you see he hesitates or look at you like, "What's thhat?", you know you got a lot of training to do. I tell them wher they come right out of school to forget 50% of everything they learned because there is so much as far as the way an MLRS unit operates that they don't understand, OK?, -- so they have to work with a system to really learn that stuff which is more or less what we do, you know, hands-on is what we do.

(37)

1. Training guidance begins at the section level with training request input from the section chfs. to the Plt. Sgts. Training requests are sent through the platoon and Bty. to Bn. (S-3) for inclusion in the training schedule. This process takes place each week at a meeting of Bty./Plt. leaders.

(38)

11. When an ARTEP is scheduled the training schedule is driven by the ARTEP tasks.

(38)

3. Individual task performance is evaluated through training and weaknesses are identified. Weak areas trained up, then collective tasks are dealt with. Training evaluations are made via observations and After Action Reviews when the training has been completed.

(38)

6. 'Hands on' methods of training (practice), is the only way to train up a task.

(38)

9. Training for the handling of ammunition (pods) is done via hand: on type training.

(38)

Post 3 DIVARTY/Battalion

14. Who is responsible for individual training, and how does he track performance? Section Chiefs. And we have the CO's evaluation of the SQTs to identify weaknesses. We hope the Sgts and the 1st Sgts are doing their job. The best thing we can do is to give them time.

(41)

Post 3 Battery

12. How integrate Section, Platoon, Battery training? Deploy to the field as a battery with a combination of battery tasks and CTT tasks.

(44)

14. Who are your trainers at Battery, Platoon, Section levels? All of us. Everybody in the unit is a trainer.

(44)

4. Who plans your training? The Bty CO and the Lts -- the Platoon Leaders.

(44)

5. Who executes it? Everybody in the Bty, all the way down to the lowest level. Soldiers will really participate in a training event if you brief them and they understand why they are doing it and the purpose of it.

(44)

7. Who is responsible to you for individual training, and how do they track performance and individual skill development/sustainment? My 1st Sgt. was responsible to me, because individual training is the 1st Sgt's responsibility.

(44)

A. How use information about individual performance to develop you training program? The 1st Sgt and myself go around and observe the individual performances. Then he goes round to the Section Chiefs and then comes back and briefs me and from that we develop the training program.

(44)

XXXXX Inputs from the Platoon Leaders and Platoon Sgts? A lot. That's where it comes from.

(44)

XXXXX Who becomes your driver training NCO? It can be any responsible NCO who gets the right training, but you never want to task out your wrench turners.

(44)

14. Who handles training? Platoon Sgts and the Section Chiefs.

(45)

4/5. Who plans/executes training? Platoon Leaders, Platoon Sgts, and the Section Chiefs.

(45)

8. How often train as a Battery? Never, -- not since REFORGER in '88.

(45)

Post 3 Platoon

7A. Hangfire procedures are 50/50. How do you train for that? We have three days a week when we can look at the sections and find weaknesses. When we do we pass that to the platoon training schedule. Then we can run our own training schedule according to what we see as a weakness while we're training.

(47)

XXXXX What opportunities have you had to train these people? We've worked up training schedules on our own. The battery supports us as far as putting it on the training schedule.

(48)

5. How would you integrate individual skills into section level and platoon level training? During our normal training, the newer soldiers are put into ammunition platoon. The better soldiers go to the launchers. We've pretty well decided that's where we make our money. So it just fits into the regular training program that we are already doing.

(56)

Post 3 Section

1.A How train on weak tasks? Do the best I can on Sgt's time. I feel helpless. There are many problems I can't correct until we go to the field. Sgt's time is really the only time I have to do anything.

(50)

2. What individual training along with collective? When we do get some SPL time we're going to have to start with the basics and when we're in the motor pool we'll work on the team drills, -- crew drills. Any dead time we have we'll take the opportunity to go over CTT tasks.

(50)

1.A How train on weak tasks? Usually, start with counseling and, when time permits, work with the manual and then take him down to the motor pool and walk him through the procedures.

(51)

2. What individual training along with section collective task training. Basically, what we'll do is to take the SQT tasks and break out those that require individual training.

(51)

9.B How do you conduct that training? The section chief drives the OJT to bring him up to level. An S-8, for example, would go into his "20" manual -- dig stuff out for himself to be ready for OJT.

(53)

1.A How train on weak tasks? Since I've been on this launcher I've had a big turnover. I teach and evaluate them as best I can. I teach them about maintenance and I teach them about good operations I take them step-by-step. I give them hands-on type of training. Usually it's on a day-by-day thing, -- an every day thing. You have to make time and our time is well controlled.

(54)

2. What individual training do you do along with section collective training? The way they do it here, we try to train on SQT related tasks and CTT is covered with SGT's time. And that's every week. On a day-to-day basis we have to work in the SQT.

(54)

2. What individual training do you do along with section collective task training? Basically, you try to come up with the common tasks that he's going to need to keep up with his basic skills in the military but that will benefit the MOS skills because we are so limited in time we wind up where if we taught the entire skill level ones to the soldier as far as common tasks we'd be neglecting certain higher tasks, or vice versa.

(55)

#### Post 4 DIVARTY/Battalion

8. 'Does the MLRS Bty. participate in setting its own training goals and if so how do they do that?' That would be the quarterly meeting we just spoke about. Basically this is what I see myself doing, this is what my METL should be, and all those things are argued out and discussed at those meetings, and if it's not resolved there we just go back at it some other time.

(57)

1. 'Where does DIVARTY get its training guidance?' From the Div. Cmdr, he publishes a quarterly and annual training guidance. 'Does that guidance include MLRS?' Under the umbrella of fire support synchronization, it does not address MLRS specific training we do that. 'Does the MLRS Bty. participate in setting its own training goals, and if so how?' Yes. Every quarter we give to the Div. a quarterly training brief. That focuses on our three Bns. We have each of the separate Btys. give their own quarterly training brief to the DIVARTY Cmdr. That's their opportunity to outline their own goals and objectives for the quarter and what the training plan is to meet the goals and objectives. 'Who prepares the training objectives for the MLRS Bty.?' The unit.

(59)

14. 'Who is responsible to you for individual training, and how does that person track performance and individual skill development/sustainment?' The DIVARTY CSM and each of the Bns. CSM and the separate Bty. 1SGTs are considered the individual training managers that's their charter by DIV., and they each have their own set of methods for training. To me it seems that the ready reference everybody should be going by are the CTT manual and the Job Books. 'How do you use information about individual performance and skills to develop your training program?' The focus at that we focus on are the survival skills.

(59)

**Post 4                      Battery**

12. How do you integrate individual training into Section training? We're not as good as we should be. Sometimes we plan for it and it happens, but we're not wired tight enough. But it does happen a lot.

(61)

14. Who are the trainers at the Battery, Platoon, and Section levels? The Platoon Leaders.

(61)

4. Who plans your training? It's driven from the bottom up. The platoon leaders and sgts should do it 4-5 weeks ahead. From Divarty guidance I tell the Plt. Ldrs. what is needed. But we get little Divarty guidance so I do it. It's hard to get our plans blessed by Divarty because we're not priority. It's like pulling teeth to get land to train in. Divarty doesn't understand what we need. They don't understand us.

(61)

5. Who executes training? The section chiefs or the platoon leaders/sgts in the field. The Plt.Ldrs and Sgts are the driving force.

(61)

6.C What are the training plan inputs from Plt. Ldrs and Plt. Sgts. They send their training plans to be integrated into mine. They write their plans.

(61)

7. Who is responsible to you for individual training? The 1st Sgt. would task the Platoon Sgts to do that, but the Section Chief does the teaching. As far as tracking is concerned, we don't do that except for the CTT.

(61)

12. How do you integrate individual training into section training, section into platoon, and platoon into battery training? We try to do it by training plans.

(62)

14. Who are the trainers at the different levels? There is no coordination in Battery planning for that.

(62)

4. Who plans your training? If all we had to do was to follow the Mission Training Plan I'm not sure how much would happen. The key to training is assessment and planning. There is nobody to evaluate us.

(62)

5. Who are the trainers? The Section chiefs. The Battery CO doesn't go to the field so there is no emphasis on training.

(62)

6. What does the training planner base training on? They get input from the Platoon Leader and the Platoon Sgt. There are Quarterly Training Briefs.

(62)

6.C Are there inputs from Platoon Ldrs/Sgts? No. only the After Action Reviews following an FTX.

(62)

7. Who is responsible to you for individual training and how do they track performance and skill development? The Training NCO who is being used as the Battery Secretary. So individual skills are in worse shape than collective skills.

(62)

#### Post 4 Platoon

1. Training guidance from the battery? We don't get a lot, and when we do it's very broad. Basically, training is left up to us. We do get a long range calendar. There is very little training guidance from the Battery CO. We use the ARTEP manual and the mission training plan. We try to plan a month ahead by having weekly meetings at the battery level, but there are no clear-cut objectives and no evaluation of whether the objectives are being met. And we don't have any after-action reports, either.

(67)

10. How schedule individual training along with platoon and section training? Put it on the training schedule. Put an emphasis on it prior to CTT. Last year, as we got closer to SQT there was a greater emphasis on individual training.

(67)

#### Post 4 Section

1. How train up on weak tasks? Decon -- we've only had one class since I've been here. We don't train on that as a section -- only as a platoon, so we need to have more classes for the section to go to.

(64)

2. What individual training do you do along with your section collective training? We do that in the field; that's mainly what we do when we go there. There is no other individual training in the field. Individual training is in the garrison.

(64)

8.A What methods do you use to train these tasks? I'm always right there with them. We don't have job books so everything is by direct observation and hands-on practice.

(64)

1.A How train on weak tasks? That's not a problem because my driver and gunner are already up to speed. Besides, there's nothing special to preparing for the ARTEP.

(65)

9.A What methods do you use to train on these tasks? Start with interviewing and counseling, then go to a walk-through of the procedures and then hands-on training.

(65)

9.B Do those techniques work? Sure. If you put the new soldier with a knowledgeable person he'll learn. But you can't assume he knows. I try to work with him directly.

(65)

9.C Does working with new soldiers interfere with other training? It interrupts supervision of the other guys sometimes.

(65)

9.A/B What methods do you use and are they successful? Observation is very important during hands-on training. I can act as an independent HQ section myself to create a training scenario. They watch and take notes. During down time I work on deficiencies.

(68)

9.A How do you train the newly assigned soldier on what he needs to do? I talk to him. We start with the job book, he goes through it, then we work through it.

(69)

2.A What about individual training along with collective training? How do you know who needs what? Ideally, we would take care of it during Sgt's time except that we abuse Sgt's time. We are supposed to have half a day just to work with the section but it doesn't work. They will decide how to use your Sgt's time. We don't train for CTT/SQT until two months before the tests. In Korea it started months out. It should be spread throughout the year. We need individual training interspersed with collective training. There should be classes assigned outside the training schedule.

(70)

1.A How would you train up on a hangfire? I'd do a fire mission and introduce a hangfire. Then I'd walk him through it, observe actions, make corrections, and repeat that until the standard was met.

(73)

1.A How do you train up on ammo? What we'd do the hands-on, go through the manuals, work on the details, train on that and then do a fire problem.

(74)

2.A How do you know who needs training? You can tell if a person needs training by what he does and doesn't do when you know what he should do. Like your driver doesn't put the vehicle in PARK, or when he goes down to the motor pool he doesn't know what to do for maintenance.

(74)

1.A How do you train up on weak tasks? You have to put it in the training schedule at the weekly section training meetings. You gather up training requirements and pass it to the 1st Sgt. I get what I need for about 50% of the time. Battery mandatory training and other things take the other 50%.

(75)

7.A How do you train on map reading? Set up a course and have the convoy to that course. Last month we had them do it individually and trade off the lead.

(76)

8.B How do you train the newly assigned soldier? I outline the things they need to know at the section training meeting. We don't really use job books because Germany stopped pushing them and XXX never pushed them. I use a section job book which is kept in the locker room.

(76)

1.A How train up on weak section tasks like a nuclear attack? Nothing in particular, really. It's just that we have a lot of new guys who haven't had a chance to get that yet. I think training is pretty good around here. We'll just work our CTT tasks.

(77)

2.A How do you know who needs training in what areas? By listening for answers in classes.

(77)

8.A How do you know what newly assigned soldiers need training in? Observation. I watch them.

(77)

8.B How conduct that training for new soldiers. I keep training them as a section. There is little time for individual training.

(77)

8.C Does training newly assigned soldiers interfere with other training? Not usually. They get training with senior E-4s.

(77)

8.C Does training newly assigned soldiers interfere with meeting other training objectives? Of course it does. But we put the new guy with an experienced trainer. The NCOs work together on that.

(78)

#### Post 5 DIVARTY/Battalion

5. Do you train for ARTEPS? Yes. Training intensifies before those events. The Battery handles the preparations through their training schedule. We approve it but we don't generate it at this level. We're at about 70% in our understanding of how MLRS operates. We bring evaluators and my S-3 drives the scenario.

(79)

8. Does MLRS participate in setting its own training goals? Yes. The meetings to influence how I would employ MLRS on the battlefield.

(79)

14. Who is responsible for individual training? That's an NCO responsibility. The Command Sgt. Major tracks it. In my shop I have an E-7 that tracks training things.

(81)

15. Are you responsible for materiel used exclusively for training? Only very general things like classrooms and projectors. The Battery handles the other things and we provide administrative support.

(81)



9. What do you give to the MLRS trainers in terms of resources? That's up to the Battery. We monitor and evaluate training management.

(81)

4. Are you responsible for materiel that is used exclusively for training? The S-3 handles that.

(82)

**Post 5 Battery**

12. How do you integrate individual training into section training, section into platoon, and platoon into battery training? By allotting time for individual/collective/ and battery level training. We can do that at the beginning of a 3-day FTX.

(83)

14. Who are the trainers at Battery, Platoon, and Section levels? At the Battery level I generate the training objectives and performance tasks. At the Platoon level it's the Platoon Ldr. and the Platoon Sgt. At the Section level it's the Section Chief.

(83)

4. Who plans your training? 90-day schedules are passed to the platoon Sgts who return their training books showing how their time will be used five weeks out from time available on the training schedule.

(83)

5. Who executes training? The platoon Ldrs and the platoon Sgts and the Battery CO are all involved, but it's the Section Chiefs who are the real executors.

(83)

6. What does the training planner base it on? He gets training guidance from the Division and Divarty. The Platoon Ldrs and the Platoon Sgts fill in the holes in the schedule.

(83)

7. Who is responsible for individual training and how do you track performance? The Section Chiefs and the 1st Sgt are responsible but the Platoon Sgts do it. They track performance with job books and the training book which carries comments on how it works.

(83)

**Post 5 Platoon**

10. How do you schedule individual training along with platoon and section training? The Section Chiefs just get what's left on the training schedule.

(84)

XXXXX Do you have inputs to the training plans? We do, but it is very limited. And the plan doesn't really hold up because when people are being tasked the equipment is. Half of my platoon has been on gun salute the last four weeks. And we support 8-inch to NTC with our equipment. The Divarty tube COs have a chip on their shoulder for MLRS. They envy our firepower. They don't like the idea of a Battery being separate -- maybe pampered. When the Sec Defense comes by he wants to see MLRS and that pains people. When we get tasked we go to the 1st Sgt. The Battery CO has no clout with Division O-5s and O-6s. Divarty doesn't want a Battery CO complaining. Tasking really kills this Battery.

(84)

10. How do you schedule individual training along with platoon and section training? During open training time. I'll meet with the section chiefs and discuss that. I do that regularly.

(88)

4.A How train up on Plan/coordinate platoon defense? The HQ section is a sitting duck. It's very hard for an MLRS platoon to protect itself. There are only three 13Ps available to protect the section. SPLs are so spread out it's very difficult to have any kind of a controlled perimeter. And the platoon center is also vulnerable. We pass the ARTEPs on platoon defense, but we were lucky.

(88)

4.B What methods will you use? I'll pick a subject and work it in Sgt's time.

(88)

1. What training guidance do you get from Battery? There's a range of training objectives provided at the weekly training meeting but that's about all. The Battery mission is to help the platoon conduct training and we had a published statement and METL.

(92)

10. How do you schedule individual training along with platoon and section training? We decide what we want to concentrate on. We try to relate individual tasks to platoon and section levels but some individual tasks are stand alones. More often than not we train in the field with the platoon because we're set up better to do that.

(92)

4.A How train up on coordination of ammo resupply? I'd discuss the problem and try to incorporate it into the team training on the field. Vehicle and driver shortages mean there will be changes in ammo resupply. The field problems frequently are not characterized by an actual pod drop. We don't go through all the motions. ALOC (Ammo Logistics/Operation Center) admins the ammo activity.

(92)

4.A How train up on plan and coordinate platoon defense? That's a problem because of the lack of a full ammo section which means not enough bodies to man the defense posts.

(92)

7.B Will you train by individual/section/platoon? We'll get the whole platoon together and the training objectives will be distributed among the section chiefs.

(92)

7.C What methods will you use? Each of the chiefs will present material and then we'll test.

(92)

4.A How train up on ECCM, Comsec, and maintenance of commo equipment? I isolate the specific tasks and train them. We send out a long-range radio check. Run classes with com gear -- do a lecture/lab and then to a hands-on. We'd work through the -10 and demo as required.

(96)

7. How train up on prepare and respond to a nuclear attack? I'd ask the NBC NCO in the Battery to do that. We did it once last M. I would ask for it to be included on the training schedule. On a task weakness I would just keep training through the manual. If possible I'd like to use a real demonstration.

(96)

Post 5 Section

2.A How know what individual training required along with section collective task training? When you run through a lot of firing missions you have the opportunity to do a lot of observing, even though there are constraints. There is little opportunity to observe at the section level because you're focused on individual performances.

(85)

1.A How train up to Pre for/Respond to a nuclear attack? When we're down range we just have to keep practicing it. NBC is weak Army wide. We need to get the NBC NCO involved with the training schedule. It takes 6-8 weeks lead time to get it into the training routine. Then it might get de-prioritized. Details or tasking would interrupt training. Team training on Thursday morning would be the best opportunity. Hasty decon is not practiced regularly, either.

(86)

2.A How do you know who needs training in what area? You don't really know. If it's a new guy assume he knows nothing. The new guy may be old MLRS but new to the SPL if he comes from ammo. You can observe his competency level to determine if he needs initial training or refresher training. Start with a hands-on class and work through everything in the ARTEP. Then give him the manual to study. Then go through the manual with him. Keep the record on a job book.

(86)

9.A How do you know what he needs? Put him through the tasks and see what he needs. Then you show him how to do it by the book and then in the field. Field expediency is different than the book. The fault prompt on the panel is not reliable and the manuals need updating so what you actually show him in the field is what's really important.

(86)

2.A How do you know who needs training in what area? I work directly with my driver -- I don't have a gunner. I go by the job book. Whatever is needed goes on the training schedule.

(87)

9.A How do you know what the newly assigned soldier needs? I question them at length and then I watch them while they're working. I observe.

(87)

9.B How do you conduct that training for the newly arrived soldier?OJT.

(87)

2. What individual training do you do along with your section collective tasks training? Here we combine the training during Sgt's time. We tend to go by the book.

(89)

2.A How do you know who needs training in what area? By asking questions to start off. Then depending on the answer we'll go to the book from the point of their answer.

(89)

9.B How will you train that new soldier? First I'll teach him how to use the manual so he can help himself.

(89)

9.C Does working with the new troop interfere with meeting your other training objectives? Sometimes it does, but when someone learns I feel good about it.

(89)

2.A How do you know who needs training in what area? By going through a type of drill you can spot a problem.

(90)

9.A How do you know what newly assigned soldiers need? Beyond assumptions, assign a task and watch to see how it is performed.

(90)

9.C Does training the newly assigned soldier interfere with meeting other training objectives? Not really.

(90)

1. How train up on - Destroy Ammo? Give a class on procedure, but without any equipment to use classes are not effective. Some new guys from BNCO have some material and they have seen a TM on destruction. Maybe get them to help.

(91)

1.A How train up on destroy ammo? During team training try to get a demolition kit or improvise one. I'd look at the job book and the SQT and observe in cross-training tasks and train on the weaknesses I spotted.

(93)

1.A How train up on destroy ammo and prepare/respond to a nuclear attack? We would conduct section training on any of those items. Have the freedom to train my own selected tasks. We schedule an area and work through it. There are no training aids available within the unit for those items.

(94)

2.A How do you know who needs training in what areas? Just experience I guess. You work through the tasks and see how they do it. I don't use job books -- I don't think they are available.

(94)

8.A What training methods do you use? I start with a training outline straight out of the book. If it's a fire mission task I take the launcher out to the local training area or run through it in the motor pool. I do a hands-on exercise.

(95)

9.A How do you know what a newly assigned soldier needs to be trained on? Normally, if he's had his SQT you can go by that. If he's new to the Army I quiz him on driving. If he doesn't have a license he's no good to me as chief.

(95)

9.C Does training newly assigned soldiers interfere with meeting other training objectives? Yes, it does. It forces you to repeat basics that bore the others.

(95)

8.A How do you know what newly assigned soldiers need? You just have to watch him?

(97)

8.B How do you conduct that training? Have him do a PMCS first and check him out.

(97)

8.C Does training newly assigned soldiers interfere with meeting other training objectives? No. If you get one more trained guy it helps. It's no interference because he gets OJT under close supervision.

(97)

XXXXX What do you do on an FTX? We load everything up - go down range - throw up a net- and get set up. We get our ammo drop point or wait for commo. Normally we keep one truck at a drop point for pod security. The HEMTT has expended pods and the HEMAT has the live pods. The fir chief calls FTC to request resupply. Then the FTC calls ammo to direct it to the resupply point. The ammo sections act independently. Only the Platoon Sgt. has overview over the six trucks in the section.

(97)

2.A How do you know who needs training in what area? It's hard because we have nothing to judge it against. The trucks are sprad around and I'm not there to see what they're doing. I can't supervise when the trucks are all spread around. If the chief isn't there it should fall to the Platoon Sgt. It makes for bad training. We don't do night training enough to train up to speed. The truck can't always go where the SPLs go because the trucks can't pivot around sharp corners. Trucks have a very wide turn radius. You have to work within the limitations of the least mobile vehicle.

(98)

7.A How do you train? Use the book. Demo what I've learned and show the shortcuts. Pick a point and while going there talk them through, -- tell them, show them, have them do it.

(98)

8.A How do you know what newly assigned soldiers need the most? It's coordinated through maintenance where you have a chance to see what they can't do.

(98)

XXXXX How do we get that training? It's going to have to start up there. I can't do it and the Platoon Sgt. can't do it. The command level has to make the change. Our inputs don't mean anything if the Platoon Sgt. can't make it happen. We need another ARTEP. Somebody coming in from the outside to show them how. Our training schedules are meaningless.

(98)

#### 4. Mission/Training/Support Cycle (R/G/A)

Post 2 DIVARTY/Battalion

We always have one battery on XXXXX status which last 4 weeks. We then have one battery on XXXXX status and one on XXXXX status. Two weeks on XXXXX status about taps out a battery so they will flip-flop during their XXXXX cycle themselves. A battery on XXXXX status takes care of all the XXXXX functions and outside taskings for the battalion. The XXXXX battery is now doing battery level training and conducting its mandatory classes, individual and section level training. Essentially they train on things the battery commander wants. The XXXXX status battery trains on what they can. They must take care of support functions and battalion taskings first. During this XXXXX cycle, we practice or adhere to section integrity. If a task takes 3-4 people, then one section will do it. If you need more people, then a platoon will do it. The commanders try to limit the impact of the support functions and taskings upon the battery by designating one platoon per day to the function.

(24)

Post 2 Battery

16. Unit commitments are split into three cycles. XXXXX cycle (1 month), XXXXX cycle (2 weeks), and XXXXX cycle (2 weeks). Any details will be scheduled during the Support cycle. Training week still continues even during the Support cycle as not all troops are committed.

(31)

12. 'How intense is the collateral activity?' From the personnel stand point it's extremely intense. We go in cycles, a XXXXX cycle and a XXXXX cycle. In a training cycle we're pretty much left alone to do our training, but if upper echelon needs to get something done they will task you. We're supposed to plan 5 weeks out...realistically we're lucky if we can accurately plan 2 weeks out.

(35)

Post 2 Platoon

7. 'Do you have Red, Green, and Amber...?' They call it XXXXX, XXXXX, and XXXXX. Right now we're on a 28 day XXXXX cycle...XXXXX That gets rotated through the Btys. The other Btys. are different what they do is probably the most correct way, 2 hours for the Plt and 4 hours for the rest of the Bty. 'What do you do in terms of training?'... (Could not hear the answer) 'Do you have more time during this time to train or less time?' About the same. The only thing that changes is that you can't go anywhere.... 'How about the other guys when you're on a different status?' You assist in training along with what other support.

(27)

8. 'And the other status, XXXXX?' 'What is there about that?' That's when the Bty. goes to the field. 'XXXXX status is 28 days long, how long is XXXXX?' They vary, usually between a month and a month and a half. They are all supposed to be 28 days but they vary. The only change is over Christmas vacation so that no one Bty. was XXXXX status for the whole holiday.

(27)

**Post 3 DIVARTY/Battalion**

5. Impact of Red/Amber/Green cycle on MLRS training? Current policy is that MLRS is always amber except during a Division exercise. Amber means that MLRS is kind of in the middle of the road in terms of tasking.

(41)

**Post 3 Battery**

13. Take advantage of available training opportunities during Red/Yellow/Green phases of the training cycle? We're always in Amber and the Brigade is always in Green so they're the ones who are going to get the land. I have to beg on my knees to a Battalion S- for a 1-2 hour window when I can drive through the MPRC and set up position up north when I can shoot rockets and the flash of those rockets won't be so bright that the tankers or the Bradleys can't see the targets. Then you get up there and they say no, we can't see that and these guys -- they start shooting at you and it gets kind of scary. They see a bright flash, they get disoriented and they just start shooting at silhouettes. It's out of control. We need to have the range to ourselves.

(44)

13. Red, Green, Amber training opportunities? Training opportunities occur in the Amber mode.

(45)

**Post 3 Section**

1.A How train up on weak tasks? I would go to the MTP standards and get a full read-out of the tasks and then train the soldiers on the individual skills involved with a 'hasty decon.' My time to train these skills is on Thursday morning when I can train on what I think is important.

(49)

**Post 4 DIVARTY/Battalion**

1. 'Who schedules training times, ranges, and resources for the MLRS Bty.?' They do it at a range resource conference that the Division runs quarterly. Each of the Bns. and separate Btys. are identified as having a different degree of priority for a period of time using the RED/AMBER/GREEN cycle. For the period that they are Grn. they have first cut at the training areas, maneuver areas, ranges, etc. 'Some MLRS units stay in an AMBER status, does that differ here?' Yes. Cycles run about a month.

(59)

5. 'Is there about the MLRS RED/AMBER/GREEN cycle that makes it easier or more difficult for them to train year round?' To a certain extent, and again this is event driven, the installation of DIV. have a very strong focus on NTC. We go twice a year on the DIVARTY side of the house we send elements from both of our Bns. The DS Bn. goes with its Brigade and the other Bn. goes as a reinforcing unit or vice versa depending on which Brigade is going. During the time Brigade is going through its pre-deployment training the RED/AMBER/GREEN cycle doesn't work well. Even if they (MLRS) are in a GREEN cycle the maneuver elements will have priority. (59)

**Post 4 Battery**

13. Do you take advantage of available training opportunities during Red, Amber, Green phases of the training cycle? We try, but in April we had Green and has to scrap for land to train on. It's waste of time to go to Divarty to get land. (61)

13. do you take advantage of Red/Amber/Green training cycles? No, because those cycles don't influence priorities. There are only two Green cycles per year. (62)

**Post 4 Platoon**

7.A How train up on weak section level tasks? Just practice. Do lot of classes and practice it in the field. It also requires the Battery CO to put emphasis on it. (67)

**Post 4 Section**

7.A How train on tasks? We use basic class procedures -- orientation, practice, and observation. Then repetition of hands-on. I'd prefer more time with the field problems that would include cross-training opportunities. (77)

**Post 5 DIVARTY/Battalion**

5. Anything about the Red/Amber/Green cycle that makes it easier or more difficult for MLRS to train year round? I don't think so. We've lost battalions from the Division but our taskings have not diminished. Charlie Battery is our salute Battery. We get killed with taskings. It's hurt our ability to do training. (81)

**Post 5 Battery**

13. Do you take advantage of the Red/Amber/Green cycles for training? More by luck than anything else. We take FTX during the Green period but there are only two greens per year. (83)

**Post 5 Section**

9.B How do train the newly assigned soldier? We start at a 10 level and perform a PMCS. We walk them through 10 and 20 which is pitched to a 6th grade level. This applies to other tasks as well. Then it's hands-on with the chief supervising. It's easier to run through the tasks than it is to read about it. OJT hands-on is best. (85)



9.C Does training the new soldier interfere with meeting other training objectives? No. it serves as a refresher. It's very good to get somebody new because it keeps me sharp.

(91)

8.A What methods do you use to train these tasks? You can do it like a drill. Walk them through it and repeat the sequence. Document it in the job book.

(93)

### 5. Training the Trainers

#### Post 1 Section

5. No train the trainer program in place to train the NCOs so that they can train their troops properly.

(18)

10. A correspondence course for the MLRS would be useful.

(19)

#### Post 2 Battery

10. 'Who then executes the training? Who are the trainers?' The Sec. Chfs., they train their soldiers. We train our trainers like sending them to Combat Life Savers School, the Live Agent training etc. All that is part of train the trainer.

(26)

16. 'How do your soldiers develop trainers skills, by absorption, by primary leader training?' There are several tools we use to prepare him for leadership namely some of the advance schooling. Plt.Sgt.and 1stSgt. will work with him (train/evaluate) and give feedback.

(26)

10. Have sent NCO personnel to Camp Lejeune to gain marksmanship training so that they can pass on their knowledge to others (e.g. train the trainer).

(31)

13. 'What about section level training, how often do you do that? The section chief are supposed to conduct the training. Under ideal conditions we have Tuesdays and Thursdays to train. Where we have hurt ourselves is in training the trainer. I can guarantee you that in this battery as well the other Bns. we do a very poor job of training the trainers, if they don't get it on their own they don't get it. We're always short on time!! You don't need a lot of stuff to do good training like bullets, vehicles, etc. you can use a sand table or whatever but if you don't have time to organize and get your troops together and teach them....

(35)

**Post 3 Battery**

13. Take advantage of available training opportunities during Red/Yellow/Green phases of the training cycle? We're always in Amber and the Brigade is always in Green so they're the ones who are going to get the land. I have to beg on my knees to a Battalion S for a 1-2 hour window when I can drive through the MPRC and set up position up north when I can shoot rockets and the flash of those rockets won't be so bright that the tankers or the Bradleys can't see the targets. Then you get up there and they say no, we can't see that and these guys -- they start shooting at you and it gets kind of scary. They see a bright flash, they get disoriented and they just start shooting at silhouettes. It's out of control. We need to have the range to ourselves.

(44)

15. How train the trainers? For my Lts I have OPDs. The 1st Sgt he has NCOPD. We try to do it on Sgt's time.

(44)

15. How train the trainers? During Sgt's time.

(45)

**Post 3 Section**

XXXXX That's response. What about preparation? We've never had a class on preparation.

(52)

**Post 4 DIVARTY/Battalion**

8. 'Do you train up personnel in-house to train MLRS soldiers and units? If so how?' No. We do for common skills like NBC.

(59)

**Post 4 Battery**

15. How do you train your soldiers to be trainers? We don't. We're very weak in that?

(61)

15. How do you train your trainers? We don't.

(62)

**Post 5 DIVARTY/Battalion**

8. Do you train up personnel in-house to train MLRS units? Not really.

(81)

**Post 5 Battery**

15. How do you train your soldiers to be trainers? We set up leadership programs. There's a 40 hour course for SFC-4/E-5s. Also a leadership course for E-6/E-7s and Officers, and a counseling course that is eight hours.

(83)

**6. Documents used in Planning Training**

**Post 1 DIVARTY/Battalion**

The battery level ARTEP MTP was just finalized last summer and we have just now received the battalion one.

(01)

Had to make up their own evaluation materials because the manuals were not out yet.

(03)

MLRS has only two measurable standards regarding ARTEPs, fire mission processing and reloading.

(03)

**Post 1                      Battery**

10. Section chfs. get and use the SQT/CTT results to aid them in training their troops.

(11)

8. Conduct internal checks via check lists to assess tasks trained (based upon the METL). Will conduct internal ARTEPs when they go out for their next FEX. They will also go out to their local training area for these.

(11)

**Post 1                      Platoon**

6. This question was very disjointed but here is the essence. 'How and what would you use to train up on a task that would ensure your troops were up to standard?' Would start with the Bn. TacSOP and then the appropriate FMs to get details on how to train up. The M1 would state the standards. We (here) normally use the critical task list and METL.

(12)

**Post 1                      Section**

1. Would use the CT soldier manual and NBC NCO to train NBC specific task to section.

(08)

3. Use manuals and some 'hands on' training to train up troops in their sections. This would happen on Wednesday (Sgts. time).

(08)

Have never seen the ARTEP MTP booklet. It has been at least two years since the last ARTEP. I have been here 3 years and 8 months and have been through two battery and one battalion ARTEP.

(09)

I ask new soldiers to show me what they know. They need additional HEMTT training when I get them. If they need launcher training, I will coordinate that with my associated firing platoon sergeant and ask him to have one of his section chiefs give the instruction. I use my assistant section chief sergeant to train new 13M(s) one-on-one. If I didn't have a sergeant in that position, I would train the new soldier with the rest of the section. It would be training for the new guy and review for the rest. I use the -10 manual to teach FMCS on the HEMTT and BOOM control functions for reload operations.

(10)

1. 'How would you train a given task that needed work to bring your troops up to standard?' The overall responses indicated the various manuals related to given tasks. Majority opinion was that unless there was a degree of realism the task procedure would not be retained by the average soldier. Example used was 'Prepare for a Nuclear/Chemical Attack.'

(13)

**Post 2                      DIVARTY/Battalion**

The ARTEP MTP manual is pretty well laid out.

(24)

This BN needs to go to the NTC so it can be deployed doctrinally. Can't do that at XXXXX. We have probably done a better job of planning further out for land or training area use, so generally other units have to come to me for particular areas when they want to train. Regarding ammunition, we need to fire more than 324 rockets per year. Live fire places certain stresses and strains on equipment and people that you cannot replicate in the day fire mode. Not enough rockets to do firing related tasks constantly to standard. Things happen in live fire that impacts upon your time and STDs that you can't replicate in day fire. The manuals we use are the ARTEP, TC 6-60, our TSOP and platoon leaders handbook plus the 10 series manuals. We have 15 M203 grenade launchers in each firing battery and 5 in HHB. That means I have in the battalion 50 soldiers armed with the M203 grenade launchers who need to qualify annually.

(24)

We evaluate our performance according to ARTEP standards. We conduct AAR(s) as a minimum daily and after critical events. From this 18-28 Jan 90 CPX, I will write an After Action Report - Lesson Learned and give it to the battery commanders for their use.

(24)

**Post 2 Battery**

12. 'What documents do you use to plan training?' I like to use past ARTEP results, areas that I know we are weak in from past FTXs I try to incorporate into Bty. training. 'Are those (drills) documented anywhere?' 6-60 which was our bible, you also have the MTEP that sets the standard, then Bn. TacSOP, and the Bty. SOPs. The SOPs describe more of the crew drill steps.

(26)

2. MTP used as a basis for sub-task training. Conduct Best By Test drills at both Bty. and Bn. level for both SPILL and Ammo. elements. Example of the Course: (timed performance of tasks) a. Starting point - Establish Comm. b. Displace 2-3Km - Set up camouflage. c. Offload and reload procedures. d. Emergency destruction of equipment/munitions and return to starting point. At the Bty. level, the Best By Test drills are preparatory to the Bn. event. The Bty. selects thcrews (time/performance) to represent them at Bn event.

(31)

**Post 2 Platoon**

9. 'Do you have hip pocket drill books that you can operate off of?' We have a recently published Plt. Ldrs. Handbook that provides what a Plt. should be doing in the field. Also the CTT book, ARTEP manual.

(27)

**Post 2 Section**

21. 'How do you find out how to perform a given task?' -10s (TM) and Bn. SOP/policy. Tasks i.e., 'Hang Fire' are trained usually prior to the ARTEP. Most of the time it's (procedures are) reviewed via the -10.

(33)

**Post 3                      Battery**

12. How integrate Section, Platoon, Battery training? Deploy to the field as a battery with a combination of battery tasks and CTT tasks.

(44)

6. What does the training planner base it on? Basically, the battle drills.

(44)

XXXXX Are TRADOC/School/Unit SOPs/ARTEPS/TCs a help? The 6-60 for me was a good teacher. And I used the Battle Drills that were formulated.

(44)

XXXXX What documents are used? Everything -- ARTEPS, SQTs, Unit SOPs, TC 6-60, your -110s, your NBC, CTTs, -- the whole gamut.

(44)

XXXXX With respect to the composite platoon, do you have any evidence that it worked? Yes, the exams are down in the Battery training room. What we did was to take things out of the -10 for the carrier, things out of the -10 for the launcher, firing mission procedures, safety diagrams out of the 6-60 and we made about a 5-6 page test. It was challenging; when I took it it was challenging for me having never been a launcher.

(44)

1. How keep track of B/P/S training? CTTs, weapons qualifications, Divarty 'Pass' records, Section Chief's books

(45)

XXXXX Do you have battle drills? Yes, at each level. They are locally developed. Also METLs from battery to section. Each platoon. Divarty has after-action reports 89-13, but the Section Chiefs have their own records as well.

(45)

**Post 3                      Platoon**

2. Platoon performance? As far as the ARTEP tasks are concerned you identify your weak areas and train up on those.

(46)

A. How do you work around that? We have draft copies and I have a book downstairs that has lesson outlines of tasks.

(47)

XXXXX How will you prepare for the ARTEP in August? We'll just make maximum use of the training time that is available to us.

(48)

**Post 3                      Section**

1.A How train up on weak tasks? I would go to the MTP standards and get a full read-out of the tasks and then train the soldiers on the individual skills involved with a 'hasty decon.' My time to train these skills is on Thursday morning when I can train on what I think is important.

(49)

**Post 4                      Battery**

6.D What training documents are used? The ARTEP, SQTs, Unit SOPs, TC 6-60, and the Mission Training Plan. The SQT and the ARTEP are big.

(61)

6.E Are diagnostic tests/exercises used to help plan training? No. Just the ARTEP and the SQT.

(61)

6.D What documents are used? The MTP is the main document, but we need to train the tasks, not just the SQT. We got a TAC SOP for the first time in two-and-half years. The TAC SOP is based on the TC 6-60.

(62)

Post 4 Platoon

1. What training guidance do you get from Battery? 6-60 and ARTEP type standards.

(63)

XXXXX Do you have lessons learned briefings? Not at myb level. Everything is so stuck on the 6-60. I have never seen MLRS train in a true battlefield situation.

(63)

1. Training guidance from the battery? We don't get a lot, and when we do it's very broad. Basically, training is left up to us. We do get a long range calendar. There is very little training guidance from the Battery CO. We use the ARTEP manual and the mission training plan. We try to plan a month ahead by having weekly meetings at the battery level, but there are no clear-cut objectives and no evaluation of whether the objectives are being met. And we don't have any after-action reports, either.

(67)

1. What training guidance do you get from the Battery? We have weekly battery training meetings to discuss what's coming up in the weeks ahead. We look at the METL and screen for the ARTEP coming up at the end of the month.

(71)

Post 4 Section

2.A How do you know who needs training in what area? From the CTT scores and access to the SQT scores when they are available.

(64)

8.A What methods do you use to train thses tasks? I'm always right there with them. We don't have job books so everything is by direct observation and hands-on practice.

(64)

2.A How know who needs training in what area? By observation and SQT scores.

(65)

2.A How know who needs training in what areas? I review the job books all the time, but we,ve had trouble getting job books.

(68)

2. What individual training do you do along with your section collective task training? We do a lot on the equipment itself. I have to submit it to my section chief. Then I'd use the job book which defines the standards and conditions. Then if I find a weakness I'd train to bring him up to standard.

(72)

8.B How do you train the newly assigned soldier? I outline the things they need to know at the section training meeting. We don't really use job books because Germany stopped pushing them and XXXXX never pushed them. I use a section job book which is kept in the locker room.

(76)

Post 5 Battery

6.D What documents are used? The ARTEP, TC 6-60. The ARTEP draft and SQT results.

(83)

Post 5 Platoon

7.A How train up on section task - destroy ammo? Get a copy of the emergency destruction manual and plan training based on that. Also try to get a simulated blast kit.

(92)

10. Are there training aids or manuals you can't get to train with? I can't get HEMAT manula updates. I've been told we're getting new HEMATS in. We only have the old CTT manuals and we don't have enough of those. We go by 24-4.

(96)

7. How train up on prepare and respond to a nuclear attack? I'd ask the NBC NCO in the Battery to do that. We did it once last May. I would ask for it to be included on the training schedule. On any task weakness I would just keep training through the manual. If possible I'd like to use a real demonstration.

(96)

Post 5 Section

2.A How do you know who needs training in what area? You don't really know. If it's a new guy assume he knows nothing. The new guy may be old MLRS but new to the SPL if he comes from ammo. You can observe his competency level to determine if he needs initial training or refresher training. Start with a hands-on class and work through everything in the ARTEP. Then give him the manual to study. Then go through the manual with him. Keep the record on the job book.

(86)

2.A How do you know who needs training in what area? I work directly with my driver -- I don't have a gunner. I go by the job book. Whatever is needed goes on the training schedule.

(87)

2.A How know who needs training in what area? Go by the job book. Put an emphasis on the driver because he needs to know the gunner's slot as well. And honds-on training to determine his skill level.

(91)

2.A How do you know who needs training in what areas? Just experience I guess. You work through the tasks and see how they do it. I don't use job books -- I don't think they are available.

(94)

2.A How do you know who needs training in what areas? I have the SQT scores and base my assessment on that.

(95)

1.A How train up on maintenance of commo equipment? I'd refer to the common task book.

(97)

2. What individual training do you do along with section collective task training? We ask questions and identify weaknesses and then set up our training plan. Everyone attends so that everyone gets the same instruction. Those who know what they're doing are assigned roles as demo instructors. We reference SQT scores for support. And we use CTT job books. We enter the date the task was performed.

(97)

7.A How do you train? Use the book. Demo what I've learned and show the shortcuts. Pick a point and while going there talk them through, -- tell them, show them, have them do it.

(98)

## 7. Training Drivers

Post 1 Battery

1. METL is used to focus the battery's training. Battery has developed METLs for platoon and section as well. Referred to battle drills in the sections.

(11)

Post 2 Section

11. When an ARTEP is scheduled the training schedule is driven by the ARTEP tasks.

(38)

Post 3 DIVARTY/Battalion

5. What's the main driver of the DIVARTY training for the MLRS, the main focus? Taking advantage of major training opportunities or events e.g., NTC.

(39)

Post 3 Battery

XXXXX How much training do 13Ps need to maintain their proficiency? It must be specific and it must be intense. I can tell you that the 13P SQT scores were 20% higher than the average. Because of the training plan that we used. It was classroom instruction and they would take a practice test. Classroom instruction on Tue/Wed, get hands-on instruction on Thurs. and take a practice test on Friday. I emphasized practice tests, practice tests and my Section Chiefs made it happen. Each test was 45 - 50 questions long. Learning how to take the test is a big part of how well you score.

(44)

Post 5 DIVARTY/Battalion



14.A How do you use information about individual performance to develop your training program? We use the crawl/walk/run methodology. We SQTs and build up from there to the Battery level. We have a quarterly dry/live fire. They have a lot of turnover and some skills are perishable and need retraining.

(81)

## B. Garrison Training

Post 1 DIVARTY/Battalion

Battle drill training occurs each Wednesday.

(01)

From the battalion METL, the batteries have identified critical tasks down to the section level. We have an intensive SQT training program for our war fighting MOS(s) those being our 13M and 13P soldiers. To develop and sustain crew proficiency, we devote each Wednesday to battle drills. Additionally, each battery live fires quarterly plus they have a couple days following the firing to make a training assessment and work on their weaknesses. The "surface safety zone" for our current practice rocket is very restrictive. Because of this restriction, we only have three firing points at XXXXX cleared for firing. I understand the school is looking at a couple different practice rockets. If a practice rocket with a smaller surface safety zone is fielded that would allow us to incorporate our live firing into longer battery or battalion FTXs rather than as a separate training event as it is done now.

(01)

Post 1 Battery

3. (O/O)-- Monday AM-- weekly vehicle/radio PMCS, PM maintenance; Tuesdays, Wednesdays (Sgts. time crew or section level training), and Thursdays are generally open for Plt. Sgts. to request training for their platoons. Fridays section maint. (1st Sgt.)-- Sgts. time training is MLRS oriented and covers all aspects of MLRS operations.

(05)

2. Section METL and ARTEP tasks (battle drill) are focal points for Wednesday Sgts. time training. Friday conduct CommX, training meeting so that Plt. Sgts. can get their training input into the O/O.

(11)

3. Battery maintains SQT/CTT scores. SQT scores also act as a training tool (indicator) of training needs. Sgts. time provides good information regarding training level strengths and weaknesses.

(11)

7. Training is planned from the section level up (through the Plt. Sgts.) based upon the needs that surfaces during training periods e.g. Sgts. time, etc.

(11)

During the sergeant's time on Wednesday, we try to do two things - battle drills and FDS sustainment training. For the battle drills, we have identified the 13M SQT tasks that make up the launcher crew duties resulting in fire mission processing. The various battle drill phases are start-up, calibration, reload, occupy a firing position and conduct fire mission. The scope of our live fire exercises: We have three firing points and three hide areas associated with each firing point. We will fire in the time window 1700-0600. The firing platoon leader decides what type mission the crew gets based on their proficiency. We went as a minimum each crew to fire a when ready, time on target, and at my command mission. Some of our better crews will do simultaneous missions or a 2-3 target fire plan.

(15)

**Post 1                      Platoon**

Time available for quality training is during Sergeant's time on Wednesdays and FTXs. These FTXs should be for three days once a month versus three days once per quarter at the Btry level.

(06)

1. CTT and Bty. METL tasks are trained every Wed. during Sgt's time. Records of task performance proficiency are kept in a Squad book.

(16)

**Post 1                      Section**

Each Wednesday we have sergeant's time when we go to a local training.

(07)

We do battle drills each Wednesday. We do not do much outside of launcher operations. We train on reload with ammunition people about once per quarter. The toughest task to train is NBC. The area is emphasized but it is tough doing things in MOPP4.

(07)

3. Use manuals and some 'hands on' training to train up troops in their sections. This would happen on Wednesday (Sgts. time).

(08)

As chief of section. I tell my platoon sergeant the training I need but I'm not getting it. The reason is because the platoon sergeants schedule what we already know for the sergeants time training on Wednesdays. We won't learn our war fighting skills at Fort XXXXX. We won't learn them until we get into the fight. On a three day field exercise, we turned in 20 radios. If you can't get a radio to send a mission, we don't have a purpose in being out in the field.

(09)

We have a SQT train-up period that begins 1-2 months out from the test. Our quality training time is on Wednesdays when we are supposed to be allowed to work on SQT tasks. The battalion S3 provides a SQT roll up by task number for the batteru. The list shows the number that did poor and the number that did excellent by task. We start with the weakest first. I could get through the whole soldiers manual for 13M skill levels 1 and 2 in three months using only Wednesdays. We do not use CEOI(s) here at Fort XXXXX and nobody knows how to authenticate. MIJI is only taught around SQT time. That's the SQT scores were low in that area.

(09)

We have never done a hasty or deliberate decon. AMMO people are in charge of the hasty decon but we have never practiced it. We do some NBC training on Wednesdays but it is limited to working at various MOPP levels and some MB alarm training. The most difficult task we in AMMO have is learning the gunners job.

(10)

4. 'How often do your sections participate in a part of 2ndPlt. training, how often on a weekly basis?' Every Wednesday for approx. 6 hours. 'Are you able to take advantage of all of those 6 hours?' No. Some times we sit around waiting to do something. Times this down time is due to breakdowns.

(13)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? When we are in the field, administrative tasks take away from the training more for the ammo platoon than the firing platoon. Most of the training that goes on for the ammo platoon goes on while we're in garrison and not while we're in the field. The best training ammo gets is on Wednesday, or if we hold special events.

(14)

ON A GIVEN WEDNESDAY, HOW MANY HOURS OF THAT DAY? We start at 0900 and terminate at 1530.

(14)

3. Task crewman with collective/individual task and allows troop to study up on it then lets him practice the task. 1.9 This type of training occurs on Wednesdays during Sgts. time.

(17)

Post 2 Battery

14. Thursday and Friday is platoon/section level training. Training is driven by the specific needs of the sub-unit.

(31)

9. Trng. meeting each Wed. Plt. Sgts. input to SQT Trng. requirements to the Trng. O. Each Wed. afternoon is SQT training time. Chfs. of Section are the trainers.

(31)

13. 'What about section level training, how often do you do that?' The section chief are supposed to conduct the training. Under ideal conditions we have Tuesdays and Thursdays to train. Where we have hurt ourselves is in training the trainer. I can guarantee you that in this battery as well the other Bns. we do a very poor job of training the trainers, if they don't get it on their own they don't get it. We're always short on time!! You don't need a lot of stuff to do good training like bullets, vehicles, etc. you can use a sand table or whatever but if you don't have time to organize and get your troops together and teach them....

(35)

3. 'Who plans your training?' The platoons, training meeting every Monday where the training inputs from the sections are submitted to the bty. training officer.

(35)

Post 2 Platoon

11. 'What happens on Friday?' Doing what you didn't get done during the week such as cleaning the lines (?), sweeping the park sand (?), making sure the vehicles are on line and clean and cleaned out, making sure the CONEXs are good to go. Just things that you didn't get done the rest of the week...catch up. BCI, Bn. or Bty. commanders inspection depending on what level....

(27)

5. 'What's a week look like, do you have NCO time , or do you have days set?' 'Let's go through a week.' Monday is maintenance. Tuesday,... the only other day that's dedicated is Wed. is SQT time. Training is held Monday afternoon. 'How close are you able to stick to those Bty. training schedules?' You can stay on it pretty well if Bn. doesn't jump in on it. 'Tuesday, what would you do?' Classes, CTT training and MOS related stuff, we go the field. We haven't been in a while though. We have a training area nearby but the only problem with that is we have to come back so early to clean up the equipment. You might get four to five hours tops of training on these days, it's not really effective.

(27)

6. 'When is Sgts. time?' Don't have it here. Old BC would not permit putting Sgts. time, A&R, CTT, or anything like that on the training schedule. Some of the other Btys. are doing it, so who does it fall on, B Bty.? Everybody is afraid to try,... got to much micro management. 'How about Thursday, what goes on on Thursday?' Things like drivers training... The thing about the typical week here at XXXXX, is you really don't have any, with the Corps being so generous with training holidays that it gives so we have a lot of four day weeks between field exercise in the middle of the month....there is no typical training cycle.

(27)

9. 'What about those tasks that you have doubts on (NBC-ECCM), is it because you don't get a chance to train, or because they're not important, or they're not up on the top?' We do our ECCM training in the motorpool, but there is no one actually on the radio jamming so it's more of a I read you listen type training...not very realistic. 'How would you go about training up on it I mean NBC?' I think we do quite a bit of NBC training ourselves, some we're sending to school, but as far as in the field we never do operations in the field unless it's an ARTEP and we get evaluated on it. We don't do much training in the field, but individual training we do quite a bit.

(27)

5. 'How do you know how well your Sections can perform their task?' XXXXX Sections are trained by the Sec. Chfs. every Wednesday. XXXXX The overall test would be when we come together in the field on FTXs and by just observing, monitoring traffic over comm. nets and also scores of SQTs.XXXXX XXXXX We do about one FTX per month and are out 7-10 days. We try to get out to our local training area every Wednesday.XXXXX

(32)

11. Cross training between Ammo and Firing platoons occurs on Wednesdays. The troops get actual hands on training.

(36)

2. Section Chfs. provide input to Plt. Sgts. regarding the training needs. Bn. CO might say effort must be on CTT, etc. Every Wed. afternoon is SQT training. Tasks trained are driven by needs as requested by the Section Chfs.

(36)

**Post 2                      Section**

15. 'What do you guys do in a typical week?' Monday--Command maint. all day, Tuesday--??, Wednesday--SQT training Section level (Sgts. time), Thursday--??, Friday--?? Training is driven by the trng. sched. what ever is on the sched. is trained. Trng. requests go from Bty. to S-3 and back down to Bty.

(29)

1. 'What training guidance do you get from the Bty?' We get a very specific training schedule from Bty. We have SQT training Wednesday afternoons, CTT training begins when the CTT window opens up. Other than that FTXs. We fill in spaces with specifics.

(30)

**Post 3                      DIVARTY/Battalion**

2. How often does MLRS train? They do section level continuously. On Thursday each section solely.

(41)

11. How do you train your people? As I go along each day and during Sgt's time on Thursday morning.

(43)

**Post 3                      Battery**

10. How often conduct Section-level training? During Sgt's time on Thursday AM or as need dictates.

(44)

9. How often conduct Platoon-level training? At least two days per week.

(44)

XXXXX. How. . .? Dry fire in the motor pool. Also deploy to a local training area for 1-day exercises. Also classroom training.

(44)

Thursday morning is Sgt's time when the Section Chief has the opportunity to train his soldiers.

(44)

8. How often train as a Battery? Never, -- not since REFORGER in '88.

(45)

**Post 3                      Platoon**

10. Do you schedule individual training along with platoon and section training? The schedule is driven by the training cycle. Right now we're in umbrella week and we have to talk to you. Funeral detail practice is a big interruption around here. A lot of people must be dying at Fort XXXX.

(46)

7A. Hangfire procedures are 50/50. How do you train for that? We have three days a week when we can look at the sections and find weaknesses. When we do we pass that to the platoon training schedule. Then we can run our own training schedule according to what we see as a weakness while we're training.

(47)

10. How do you integrate platoon and section level training? We have an opportunity to do that during Sgt's time on Thursday morning. We have the whole morning after the 0730 formation.

(48)

XXXXX Walk me through an entire Thursday morning. . . The training requirements are submitted ahead of time. And it has to be on one thing, like battle drills. So we'll work on what ever we had planned for that Thursday right up to the end of Sgt's time at 1145. So the training will go on from 0730 to 1145. This schedule is Division wide.

(48)

XXXXX Why are most tasks trained in the motor pool? Because an FTX forces a crisis. If the operational readiness drops below 90% we can't move the LLM. i.e., protect the operational readiness rating.

(56)

### Post 3 Section

1.A How train up on weak tasks? I would go to the MTP standards and get a full read-out of the tasks and then train the soldiers on the individual skills involved with a 'hasty decon.' My time to train these skills is on Thursday morning when I can train on what I think is important.

(49)

2. What individual training along with section collective task training? So far I haven't had an opportunity to do any individual training. Next Thursday will be my first for Sgt's time.

(49)

XXXXX So if your launcher is broke, what training can you do? With the money situation the way it is we can't go to the field, except maybe once a year, so most of the training is done on those five hours on Thursday morning.

(49)

Normal Day? There are three uniform changes a day which kills a lot of time. At 0630 we should go to PT and do that three times/week. We've only had PT 4-5 times since December. When we have it then we shower afterwards. At 0845 we'll have a formation and get work details. At 11:45 to 12:00 we'll go to lunch. At 1300 we'll have another formation and then the last formation is at 1645. When there is no PT the first formation is at 0730.

(50)

1.A How train on weak tasks? Do the best I can on Sgt's time. I feel helpless. There are many problems I can't correct until we go to the field. Sgt's time is really the only time I have to do anything.

(50)

5. How often section train as part of platoon. We train together for the most part maybe two days a week. We'll get a half-day Monday for command maintenance and a half-day on Thursday for Sgt's time. But there's a whole lot of detail time that cuts into training.

(50)

XXXXX Tell us what your week was like last week. Monday -- Command maintenance; we did track replacement. Tuesday -- We had to prep for command inspection so we cleaned bathrooms and painted rocks. That's called 'area beautification.' Wednesday -- we worked on basic tasks: CTT, MOPP, Claymores. Thursday -- we were supposed to have Sgt's time but it was interrupted by range police duty. Friday -- Was clean-up and we were off at 11:45. That's pretty much a normal week.

(50)

3. What type of cross-training do you do? I'll put the driver in the gunner's seat and we'll go through it until he catches on. Usually, we'll do that on Thursday morning from seven 'til twelve. Or whenever we have free time.

(51)

XXXXX What is 'command maintenance?' What we do is to check our launchers to make sure they're up. It generally takes half a day to locate problems and a half day to correct them.

(51)

Post 4 Battery

10. How/how often do you conduct Section-level training? Maybe more than platoon. A daily basis -- some sort of training. There is no one day devoted to the section but one day to low density MOS.

(61)

Post 4 Section

10. Training distractors: There is a lack of ED equipment. And small arms ammo is inadequate. There isn't enough blanks and smoke rounds. We never see MILES equipment. Never at XXXXX and it's almost as bad at the NTC NTC was valuable but there was no force-on-force. We've only had one NTC rotation and that was two years ago. A big distractor are the last-minute taskings that interrupt our training schedule. We used to have Sgt's time every Wednesday but I haven't seen that since the turn of the year. We also catch a lot of details.

(68)

2.A What about individual training along with collective training? How do you know who needs what? Ideally, we would take care of that during Sgt's time except that we abuse Sgt's time. We are supposed to have half a day just to work with the section but it doesn't work. They will decide how to use your Sgt's time. We don't train for CTT/SQT until two months before the tests. In Korea it started five months out. It should be spread throughout the year. We need individual training interspersed with collective training. There should be classes assigned outside the training schedule.

(70)

Post 5 Battery

10. How often do you conduct section level training? All the time in the field. And training time on Thursday.

(83)

8. How often do you train as a Battery? Every quarter we do two weeks field training. Battery command maintenance is every Tuesday.

(83)

Post 5 Platoon

10. How do you schedule individual training along with platoon and section training? The Section Chiefs just get what's left on the training schedule.

(84)



XXXXX What are some of the biggest problems you have with training? Tasking is a frequent and unpredictable thing. Just the salute battery can take several days. Displays may take a full day. When we paint we use cart paint which can only be brushed on -- not sprayed. The only meaningful training time we have is when we do command maintenance on Tuesday and team training on Thursday. Wednesday is pretty much a free day and on Friday we clean up the motor pool. Bad maintenance is an everyday occurrence. The 27Ms reversed a fuel line when they replaced an engine and that was a big problem.

(96)

**Post 5                      Section**

5. How often does your section train as part of platoon training? Normally, once a week -- five hours on Thursday. We incorporate NBC training with platoon training.

(85)

1.A How train up to Pre for/Respond to a nuclear attack? When we're down range we just have to keep practicing it. NBC is weak Army wide. We need to get the NBC NCO involved with the training schedule. It takes 6-8 weeks lead time to get it into the training routine. Then it might get de-prioritized. Details or tasking will interrupt training. Team training on Thursday morning would be the best opportunity. Hasty decon is not practiced regularly, either.

(86)

5.A Are you able to take advantage of the training time with the Platoon. Yes. We try to follow a good outline. And we have team training on Thursday morning. There are no Platoon FTXs.

(87)

2. What individual training along with collective task training in section? A lot of it has been rolled into collective training. The team training on Thursday morning is not too good for individual training.

(91)

2. What individual training do you do along with section collective task training? Every Thursday morning I start with a fire mission and then work through all the related tasks.

(93)

10. Training distractors: Low fill, -- low participation, -- details, -- tasking. It's all related. It hits the E-4s and below and you're stuck with NCOs. When we get hit with tasking we cancel training and go to maintenance on the SPLs or we go to the billets and clean our rooms. In a month's time it happens about 10 out of every 24 working days. And lost time is lost time. There is not makeup schedule. The only real time to work as a team is on Thursday morning. If a training exercise is lost we can schedule it again in about another four weeks. But 85% of Thursday training time is secure. Tasking never interrupts an FTX but we may only go with a few SPLs. We only took three out of nine to the last FTX.

(95)

2. What individual training do you do along with section collective training? We have team training on Thursday morning and we do it then.

(95)

1. Weekly Training Schedules
2. Tasks Trained

**Post 1**                    **DIVARTY/Battalion**  
Battle drill training occurs each Wednesday.

(01)

**Post 1**                    **Battery**  
2. Section METL and ARTEP tasks (battle drill) are focal points for Wednesday Sgts. time training. Friday conduct CommX, training meeting so that Plt. Sgts. can get their training input into the O/O.

(11)

**Post 1**                    **Platoon**  
1. CTT and Bty. METL tasks are trained every Wed. during Sgts. time. Records of task performance proficiency are kept in a Squad Book.

(16)

**Post 1**                    **Section**  
We do battle drills each Wednesday. We do not do much outside of launcher operations. We train on reload with ammunition people about once per quarter. The toughest task to train is NBC. The area is emphasized but it is tough doing things in MOPP4.

(07)

We have a SQT train-up period that begins 1-2 months out from the test. Our quality training time is on Wednesdays when we are supposed to be allowed to work on SQT tasks. The battalion S3 provides a SQT roll up by task number for the battery. The list shows the number that did poor and the number that did excellent by task. We start with the weakest first. I could get through the whole soldiers manual for 13M skill levels 1 and 2 in three months using only Wednesdays. We do not use CEOI(s) here at Fort XXXXX and nobody knows how to authenticate. MIJI is only taught around SQT time. That's the SQT scores were low in that area.

(09)

We go to the local training area at least twice per month to down load and tie down pods.

(10)

We have never done a hasty or deliberate decon. AMMO people are in charge of the hasty decon but we have never practiced it. We do some NBC training on Wednesdays but it is limited to working at various MOPP levels and some MB alarm training. The most difficult task we in AMMO have is learning the gunners job.

(10)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? In my battery, quality training is good. The only time I can't do it is when (my people) are with the firing people. The NCOs have discussed this among ourselves. Let's get free from this redundancy. We keep repeating battle drills, battle drills every week. Every week. The monotony works a hardship on the ammo people. What we want is the freedom to train our troops the way we see it. To be given the trust because we know what it is they need. But that doesn't happen here. We give our input to the platoon sgts but nothing happens.

(14)

3. Cross training is performed on Sgts. time. The positions are swapped and the Sec. Chf. evaluates.

(19)

**Post 2                      Battery**

7. 'NBC, is it because you have not concentrated on it, what happened to NBC?' (This question relates to the task list which they rated the Bty's performance on) You can train NBC, but because the situation isn't as realistic as we hope it is, but we're trying to fix it. NBC is just one of those things where people don't believe in it until it happens. We're sending Plt. Ldrs., Sgts., and Sec. Chfs. to XXXXX and the live agent chamber to show them why we stress NBC and proper wearing of the equipment, decontamination, identification of symptoms, etc. We have done an extensive job in trying to beef that up again since I have been in command, but I know that we still have ground that needs broken.

(26)

**Post 2                      Platoon**

9. 'What about those tasks that you have doubts on (NBC-ECCM), is it because you don't get a chance to train, or because they're not important, or they're not up on the top?' We do our ECCM training in the motorpool, but there is no one actually on the radio jamming so it's more of a I read you listen type training...not very realistic. 'How would you go about training up on it I mean NBC?' I think we do quite a bit of NBC training ourselves, some we're sending to school, but as far as in the field we never do operations in the field unless it's an ARTEP and we get evaluated on it. We don't do much training in the field, but individual training we do quite a bit.

(27)

11. Cross training between Ammo and Firing platoons occurs on Wednesdays. The troops get actual hands on training.

(36)

**Post 2                      Section**

4. 'How do you work the team and individual tasks together?' Each crewman has their own individual tasks to perform and they're drilled until each crewman reacts automatically. [3.1 Best by test performance is used and is a good way to measure this type of performance.] (Two other soldiers came in at this point, 2nd Plt. troops) Motorpool training is only key stroke training, you don't run into the realistic training (situations/problems) in the motorpool like you do in the field.

(28)

10. Cross training occurs every Wednesday (Sgts. time) on SQT type tasks. The SPLL and corresponding Ammo. Section will swap troops and train on tasks specific to the firing/ammo. section.

(38)

**Post 3                      DIVARTY/Battalion**

If we could compare NTC unit training to garrison training the difference would be like night and day.

(41)

**Post 3                      Battery**

XXXXX How do you provide that? Classes first, then slow speed in the motor pool, then you take them out under the supervision of a driver training NCO. When he has done that he reports to me, I interview him, -- I get a report from the driver training NCO and if everything is GO I sign off on him and he gets his license.

(44)

**Post 3                      Platoon**

XXXXX Walk me through an entire Thursday morning. . . The training requirements are submitted ahead of time. And it has to be on one thing, like battle drills. So we'll work on what ever we had planned for that Thursday right up to the end of Sgt's time at 1145. So the training will go on from 0730 to 1145. This schedule is Division wide.

(48)

**Post 4                      Platoon**

4. A Platoon task list handout: Destruction of equipment needs a lot of classes which would probably do it -- bring the guys up to speed. The homemade ED kit has a lot of missing parts Also, hasty chemical decon is very complicated. We never practice it

(67)

4. How train up on weak tasks? We need jamming exercises for ECCM and we need Division Chemical to run us through their procedures. We have NBC round-robins every two weeks or so.

(71)

7.A How train on weak section tasks? On a hangfire we take them aside and talk them through it and give a demo practice with periodic spot checks. The procedures are very simple.

(71)

4. Ammo platoon critical task list handout: How train up on tasks that are weak. Establish and maintain communications: The guys don't know how to establish a net. I would have one HEMMT facing another one and have the guys start to talk to one another. If there are problems that will bring them out and then you can begin to work on them. We could do that right in the motor pool. You go as far as your maintenance will let you go. But you need to get that sort of thing on the training schedule.

(75)

**Post 5                      DIVARTY/Battalion**

2.A How does MLRS affect training and training management? We spend a lot more time on crew drills than we do with tube artillery.

(79)

**Post 5                      Battery**

19. Do you cross-train? Yes. We rotate positions at Battery HQ and the Platoon Sgts rotate tasks at their level. The firing and ammo platoons cross-train all the time. They handle up/down loading on the HEMTT/HEMATT in garrison but not in the field.

(83)

**Post 5                      Platoon**

7. Section Critical Tasks handout: How train up on weak tasks? I'll sit down and discuss a problem with the other chiefs and pool the knowledge.

(88)

9. Do you cross-train with an ammo/platoon section and on what tasks? That's virtually non-existent. It's unfair to put the weak people in ammo. If he's weak he shouldn't be in the Army. All new privates in the Battery go to ammo. We've done some cross-training with ammo but only a couple times in the past year. And never in the field.

(88)

### 3. LTAs

Post 1 Battery

8. Conduct internal checks via check lists to assess tasks trained (based upon the METL). Will conduct internal ARTEPs when they go out for their next FEX. They will also go out to their local training area for these.

(11)

Post 1 Section

Each Wednesday we have sergeant's time when we go to a local training.

(07)

We go to the local training area at least twice per month to down load and tie down pods.

(10)

Post 2 Platoon

5. 'How do you know how well your Sections can perform their task?' XXXXX Sections are trained by the Sec. Chfs. every Wednesday. XXXXX The overall test would be when we come together in the field on FTXs and by just observing, monitoring traffic over comm. nets and also scores of SQTs. XXXXX XXXXX We do about one FTX per month and are out 7-10 days. We try to get out to our local training area every Wednesday. XXXXX

(32)

Post 3 Battery

XXXXX. How. . .? Dry fire in the motor pool. Also deploy to a local training area for 1-day exercises. Also classroom training.

(44)

Post 3 Platoon

10. How schedule individual training with platoon/section? We can set up a platoon exercise on the MLRS pad behind the motor pool.

(47)

XXXXX Where did you go, what training area did you use? Just to the northeast of the NPRC complex -- on the tank trails near the complex -- we occupied that area.

(47)

Post 4 Platoon

7. Ammo Section Critical Task List. How train up to speed on weak tasks? Perform recon, site selection, and location of the pods: If I could go back to having those guys under my control, that would be an NCO exercise. Those guys would be responsible for training their crews. You would set those guys in the front seat of a HMM-V, give them coordinates and have them find it. Then they have to consider all the factors involved in finding a secure supply route.

(75)

## C. Field Training

### Post 1 Battery

2. Section METL and ARTEP tasks (battle drill) are focal points for Wednesday Sgts. time training. Friday conduct CommX, training meeting so that Plt. Sgts. can get their training input into the O/O.

(11)

### Post 1 Platoon

2. 'How do you know how well your Platoon can perform the say the ARTEP tasks or your METL related tasks?' Section Chfs. identify any short comings with their drivers and gunners and provide feedback to the Plt.Sgt./Plt.Ldr. at weekly training meetings. Collectively, the only opportunity we have to observe the collective training is when we go on a FTX XXXXX which isn't as frequent as it should be. 'How frequent is it?' Once every couple of three months. We shoot once a quarter. We go out and shoot once a quarter, that takes up a full day XXXXX -and the two days we have left we do battle/section drills.

(12)

### Post 1 Section

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? A real training problem is getting these guys to where they want to go. Especially if they are going off the beaten path. They're well trained for what to do before they leave and what to do after they get to where they're going. It's what's happening in between that is the real problem.

(14)

### Post 2 Battery

6. Fired in December 89, fired ? rds. Per year will shoot 108? rds???? 36 rds. per pod is how it's figured out.

(31)

10. 'What about Plt. level training, how often do you conduct it?' Never. Plt. training is not effective because of the Bn. driven field exercises. Most of the FEXs are endurance tests to see how long you can go and keep up the pace. After every week in the field it takes at least a week to recover (e.g., get vehicles, weapons, pers. gear cleaned up and repaired). Then you have to deal with the external taskings (e.g., running ranges, etc.). Time is pretty well used up so there goes your training time.

(35)

## 1. Frequencies, in past 12 months

### Post 1 DIVARTY/Battalion

Each firing battery has a one week live fire FTX each quarter. The firing of rockets is treated as a separate training event rather than as part of a scenario driven exercise. The battery then uses the remaining time for their training. I also schedule one battalion FTX per quarter. The BN FTX last one week. Each Wednesday we have battle drills to maintain crew proficiency. The live fire window for MLRS at XXXXX is 1700-0600. Each battery gets 108 rockets per year which means each launcher gets three per quarter. Each battery has nine launchers so that is 27 rockets per quarter or 108 per year. It is my goal that each launcher section fire one rocket per quarter using the following methods of control-time on target, at my command, and when ready.

(01)

External events that drive my training are XXXXX. I will deploy my battalion to XXXXX, in support of the XXXXX. That weapon system provides the Corp Commander a deep battle fire support capability. During that three month test, I will have the opportunity to work on my war fighting skills. This battalion has never been to the national training center but I have sent Lieutenant Observer-Controllers. Another training event which we have is our quarterly safety certification. The certification process includes both a written exam and a "hands-on" portion. I am personally involved during the hands on portion.

(01)

I experience a 12% turnover every three months. The turnover will get worse as the plans are to build the ATACM units in Europe out of the CONUS base. Because of the personnel turbulence with people changing jobs, we have not conducted a battalion nor battery ARTEPs.

(01)

Unit plans decentralized training to emphasize the autonomous nature of MLRS deployment. Cross training of 13M soldiers occurs at the launcher and ammunition section levels. The BN Commander feels he gets the following from firing practice rockets versus a training method using only dry fire missions. A. Attention to detail that you do not get with dry missions. B. Confidence in the system. C. Manage ammunition so that you have balanced pods. D. Opportunity to deal with real world problem. E. System component, launcher problems surface that otherwise would not during dry fire.

(01)

We have not had an ARTEP during my 18 months of command. Because we are the only MLRS unit at XXXXX, there are not enough qualified evaluators external to the battalion to conduct such an exercise. We do have a directed training association with the XXXXX National Guard battalion so we may be able to arrange a reciprocal ARTEP evaluation agreement. We will be conducting a ARTEP evaluation of that battalion this summer. I have the capability to conduct battery level ARTEPs. However, it's my personal XXXXX that external ARTEP evaluations are not all they are cracked up to be because of the personnel turbulence with people changing jobs. It's for that reason we have not had battery level ARTEPs even though evaluators could come out of the battalion. I also have not done it because of external XXXXX. If you do a good assessment each quarter during our FTXs to identify weaknesses, then you get quarterly what external ARTEP evaluations provide annually.

(01)

Bn. conducts weekly staff training meetings to cover whats on the Bn. calendar for the next seven weeks based upon the Bty. Cmdrs. draft training schedules which they provide (for four weeks out) prior to the meeting. Determinations are made as to what has to get done. We have not had a Bn. as a whole out in the field, has alot of a lot of autonomous Bty. level training. Bn. Co pretty much gives the Bty. Cmdrs. free rain to determine what their batterys work on.

(03)

Have not had a Bn. ARTEP, we do Bty. ARTEPs (internal). Bn. ARTEP that was planned in 1988 was cancelled.

(03)

Have not trained as a battalion the way we should for the last 8 months. We have not practiced "go to war skills" based upon his battle book since about the first of June last year. Have had only two bn. FEXs since June of last year, one was this last week or two week ago, and one I put together instead of participating in XXXXX (about the third week in September). They had to cancel the FTX because of terrain conditions and had a CPX instead of an FTX.

(03)

It would be nice if we could do more "go to war" type exercises like, XXXXX FTXs and CPXs.

(03)

June on, we have just about been totally absorbed by the XXXXX. We have not had the time to do the training that a battalion would normally do.

(03)

Training (to the individual level is, CTT and SQT) reflects the units METL (Mission Essential Task List). If the individual soldier wants to improve on his/her SQT scores they have to learn on their own. "We do not have time to train on things other than mission essential tasks."

(03)

**Post 1                      Battery**

7. Training as a battery outside of the quarterly FEX is next to impossible because of XXXXX, services, funeral details, etc. The exception to this is some mandatory classes.

(05)

8. Cross training in the SPLL crews happens naturally as a matter of the crew being in the cab of the vehicle so much.

(05)

4. Not being rolled into NCT rotations (a negative aspect to training).

(11)

The quality of our hip pocket training by the chiefs is based on their interest and if training oriented. The quality varies but the chiefs know it's supposed to happen.

(15)

**Post 1                      Platoon**

We do performance evaluations and training assessments during the quarterly live fire exercises.

(06)

We switch the crews around so everyone has a chance to get behind the fire control panel. The launcher people need HEMTT training and the ammunition types need in particular fire control panel work.

(06)



Primarily, I think we need to get away from doing (the same things mentioned above for both Ammo and SPLs). The crews would learn more if they could have some problems fed into the systems by the Plt. Sgts./Ldrs., that the crews would have to deal with, like hang fires etc. 2nd Plt., Ammo. Plt. people go with my platoon on training days, we also induce faults on a regular basis. In the crews we are well cross trained. 'What about the 13M on the launcher and the 13M on the Ammo side?' We have in the past crossed trained. We swap launcher and ammo crews when we are in the field for three or four days. I'll keep the Chief with his launcher and put in two ammo guys.

(12)

4. 'How would you train up on a task that needs work?' (Task was in the ECCM area) We don't train ECCM at the platoon or Bty. level, or Bn. level for that matter. (could not remember when they trained on ECCM). 'What do you train during the two days following a live fire?' A lot of NBC, movement and coordination, fire mission processing and reload operations. We can do this in the local training area.

(12)

7. 'During these training periods, the collective training in the field three days, the Wednesday training, the there classroom training involved as apposed to field training, hands on, is it the training devises .....?' Majority of the Sgts. training is performance oriented hands on with the equipment type training. Wednesday is a primary training day for hands on but it's repetitive, the same thing all of the time. The hands on training with the equipment, we do the same thing all the time. Ammo goes out and does reload operations or they go out and do orienteering, land navigation with the vehicle, whatever, launcher crews go out and do fire missions or reload operations.

(12)

9. 'Are there any manuals or devices that you haven't been able to get, or that you feel should be developed to make your job as front line trainers easier?' I don't have any problem getting equipment, it's called scrounging. The only resource problem I think we have is...can't shoot enough live rockets, but there's probably nothing we can do about that. Can't go to the field enough, also the land resources. The biggest restriction to training is not so much devices as it is land and all the related restrictions.

(12)

5. Crew cross training is driven by the individual section chfs. for both new troops as well as for seasoned crewmen. Ammo/SPLL cross training is addressed when SQT time is close.

(16)

#### Post 1 Section

New 13M(s) that we get need training on our method of crew drill. They need to become familiar with our vehicles and their components. They need to learn PMCS for our vehicles.

(07)

Tasks like recover and displace where we only have a 50-50 chance of a go, we don't get time to work on it. We tell "them" we need more MOS training than just maintenance.

(07)

We do battle drills each Wednesday. We do not do much outside of launcher operations. We train on reload with ammunition people about once per quarter. The toughest task to train is NBC. The area is emphasized but it is tough doing things in MOPP4.

(07)

We do launcher cross training. The chief of section works on the fire control panel, gunner does the chief's duties and the driver is capable of doing both. The gunner felt confident in doing the chief's duties.

(07)

13. Hard to practice reload tasks with the empty pods because the computer has no way to recognize that a reload has been made.

(08)

5. Most new troops in from AIT are first assigned to Ammo. plt, then they are moved to a launcher section, or into recon section/SB mechanic, then up to a launcher section.

(08)

Have never seen the ARTEP MTP booklet. It has been at least two years since the last ARTEP. I have been here 3 years and 8 months and have been through two battery and one battalion ARTEP.

(09)

Our launcher 13M(s) will cross train with the ammunition 13M(s) during their SQT train-up period.

(09)

The biggest "burn-out" about our sergeants time training on Wednesdays is the repetitiveness. The scope of that battle drill training is limited to processing fire missions, launcher reload operations and NBC. There is nothing difficult about launcher operations. We won't learn our war fighting skills at Fort XXXXX. Won't learn them until we get into the fight.

(09)

We generally do reload operations with the ammunition sections only during the SQT train-up period which begins 1-2 months before the test.

(09)

If we were having our quarterly live fire on Monday, we would draw the rockets on Friday and place them in a holding area by the ammunition dump. Then on Monday one HEMMT from each of the three sections would draw the ammunition from the holding area and take it to the firing point. We would set it up like a LDA (Local Dispersal Area). From that standpoint we are getting tactical training.

(10)

We go to the local training area at least twice per month to down load and tie down pods.

(10)

We got a lot more tactical training in Germany than at Fort XXXXX. It was a lot better in Germany. We would do a AMMO upload with the real stuff every three months. While we were doing that, the launchers would go to their practice local dispersal area, platoons would make up the 581(s), draw their basic load and NBC stuff. It was a lot more realist training.

(10)

We have never done a hasty or deliberate decon. AMMO people are in charge of the hasty decon but we have never practiced it. We do some NBC training on Wednesdays but it is limited to working at various MOPP levels and some M8 alarm training. The most difficult task we in AMMO have is learning the gunners job.

(10)

2. 'How do you integrate individual training into the collective training that goes on?' Individual training is an individual thing. Interview more or less out of control.

(13)

3. 'Do you train with the Ammo.Plt on reload operations?' I guess the answer was no.

(13)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? Basically it is at section level. There are section level battle drills. It is the section chief's responsibility to train.

(14)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? In my battery, quality training is good. The only time I can't do it is when (my people) are with the firing people. The NCOs have discussed this among ourselves. Let's get free from this redundancy. We keep repeating battle drills, battle drills every week. Every week. The monotony works a hardship on the ammo people. What we want is the freedom to train our troops the way we see it. To be given the trust because we know what it is they need. But that doesn't happen here. We give our input to the platoon sgts but nothing happens.

(14)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? The emphasis is on firing mission processing. The concept of the launcher -- you got the hot-cool-cold concept where one is supposed to be able to shoot a mission when its called, another 8 minutes from the time its told to come up, and the other is down for maintenance. In the field, responsibility for gate guard or KP duties gets pushed down on ammo. In the field they really don't get a good opportunity to go out and practice their ammo skills. At Ft. XXXXX, we have a lot of roads tht produce a lot of road guard tasks.

(14)

HOW DO WE GET AROUND THAT PROBLEM? WHAT ARE SOME OF THE THINGS WE MIGHT DO TO GET AROUND THAT? We need more concentrated training. Like a solid week on particular tasks. ASP resupply, for example. Setting up ammo holding areas. If people get knocked off, others need to be able to provide. Navigation. We need to learn other methods (as a contingency). Night time navigation -- real world types of things. Emergency destruction.

(14)

HOW OFTEN DOES YOUR AMMO SECTION PARTICIPATE IN FIRING PLT TRAINING? Quite often -- anytime they have training their plt ldr will come and ask me. Most of the time during practice time.

(14)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO? Navigation -- especially night time navigation.

(14)

11. Sections have never taken an ARTEP.

(17)

4. SPLL crews cross train all the time. Ammo. Plt. cross training is emphasized prior to an SOT. 'Hip pocket' training occurs during lags or free time during specific training events.

(17)

6. Bty. level training occurs once a quarter during the FEX.

(17)

8. There is not enough field time to train to proficiency. Would like to have at least one week per month.

(17)

3. Problems with skill decay if a person spends any significant time away from the system.

(18)

6. Do not train reloading off trailers.

(18)

3. Cross training is performed on Sgts. time. The positions are swapped and the Sec. Chf. evaluates.

(19)

8. Sections require at least a week per month in the field to become and maintain a combat ready status.

(19)

2. Section leaders need at least 7 days (in the field) out of a training cycle to insure the troops are properly trained within the Ammo. Plt.

(20)

#### Post 2 DIVARTY/Battalion

Batteries of this battalion were formed about two years ago. After training related to new equipment fielding and collective training was completed, reps from the XXXXX administered the first ARTEPS.

(21)

In XXXXX, we were scheduled to send a battery to NTC in support of a XXXXX Brigade Slice. That didn't happen because of FORSCOM'S Cap on the total number of troops that could go to NTC as part of a brigade slice. FORSCOM had to trim the force package and our battery was cut. That would be the best type of exercise off XXXXX by including MLRS into the force package for NTC rotation. NTC observer-controllers come from the division sending the brigade slice. In the area of creating training opportunities for MLRS, should look at moving MLRS from the optional package to the required package for NTC rotation. As MLRS grows in the Army, it's absolutely critical that the maneuver types understand how to use MLRS and how not to use it. NTC is probably the only practice in a physical sense in CONUS where that can happen. MLRS can shoot at NTC but they are off axis.

(21)

Some training events in which we participated included a corps level CPX where we replicated the logistical decision process which has much to do with MLRS employment. We provide challenges to command, operational and logistical decision making. We participated in the XXXXX BCTP train-up CPX where we were a meaningful combat multiplier. They learned about the logistical constraints and resulting considerations in MLRS employment. You just cannot fire constantly as in direct support tube artillery units. In May 89, we had one battery participate in the deployment exercise - XXXXX. That was an XXXXX command exercise where a battery was deployed to sea; off loaded at sea onto barges and landing crafts and coming ashore using the JLOS approach.

(21)

Our training events are battery ARTEPS, battery and battalion FTXs, BN CPXs that involves the BOC(s) and FDC(s) at the battery level. Additionally, we participate in some exercises with other FA units such as with the XXXXX Artillery, XXXXX Corps Artillery and XXXXX. We had one battery participate in XXXXX a deployment exercise. Our batteries also do STXs.

(24)

Representatives from XXXXX conducted our first battery level ARTEPS after new equipment fielding and completion of collective training. The battalion has administered ARTEPS to the three firing batteries during the period Feb-Sept 1989. The battalion commander was the chief evaluator.

(24)

The MLRS BN doesn't train often enough with other artillery elements. We push hard for this... Last week the XXXXX corps FA commander discussed it with the corps commander. In the last year, we have trained three times with other field artillery elements. These were the XXXXX exercises. XXXXX was 72 hours and XXXXX was a five day exercise. The XXXXX exercises lead up to the division's war fighter BCTP. The second one is a XXXXX corps FA five day exercise scheduled for February, 1990. There are supposed to be fourteen battalions participating. In April 1989 we worked with the XXXXX for about one week. This was unplanned. We were in the field at the same time and it just worked out that we could work together. Elements of the battalion go to the field almost monthly except for May and June. It's during those times that we support the ROTC camp and reserve component training so it's tough to get to the field.

(24)

The modern battle field will be crowded and we think its to our advantage to share that ground with as many units as possible. That gives our platoon leadership the opportunity to deal with land management issues. During our February FTX, we will be sharing our training areas with 6 battalions. We use the miles training equipment on almost every FTX - expecially non firing FTX(s). We use it on ARTEPS. The miles equipment we use is for the individual; there are no harnesses for the launchers or 577(s).

(24)

The scope of the CPX included 180 fire missions, 8 fire plans, NBC and intelligence information and unplanned fire missions. Messages for the platoon or section level requiring some action or response were put into envelopes and marked with the address and timeline for actioning. The battery operations officer controlled these message envelopes. The BN TOC message envelopes represented XXXXX corps commander and operations/intel injects. These type messages included change of missions and things they wanted us to do. We had identified the ARTEP task or tasks being exercised by each scenario event. Some were exercised only once as developing the operations estimate when we received a mission change. Others were exercised 6-8 times during the CPX. We maintained data showing which tasks had been exercised by scenario events and how often. We do a lot of detailed planning for each exercise before going out.

(24)

This battalion has not participated in a NTC rotation. We had one battery scheduled to go XXXXX but that was cancelled. This battalion needs to go to the NTC so we can deploy doctrinally. We can not do that at XXXXX.

(24)

We have completed or have scheduled BN FTX(s) in Jan 90, Feb 90, and Apr 90. Battery FTX(s) were in Jul,, Aug, Sept, Oct and Dec 1989. So the firing batteries are in the field 5-7 times a year. Whenever a firing battery goes to the field, the battalion TOC goes also to replicate higher headquarters. So the BN TOC goes to the field 10-12 times a year. The batteries also do STX(s) when given a piece of ground. They will go out and back the same day. Last training year, this battalion had 191 training days in the field. We were almost forced into it because we were a new battalion without historical data to fall back on and there was so much to learn. New equipment fielding was completed in Dec 88.

(24)

We have not participated in Reforger nor in a NTC rotation. We had one battery scheduled to support XXXXX but it didn't happen. We were scheduled to XXXXX but that was cancelled in December. We had gone through about 60 days of train-up for this effort. I know this was important XXXXX but it wasn't going to shut down the battalion. We had planned to do two battery ARTEPS during this time.

(24)

## Post 2 Battery

1. 'Have you been to NTC or REFORGER?' (1.12) Unfortunately we have not. We were scheduled for last year, but money and limitations as far as numbers of units that could go stopped us.

(26)

15. 'Do you integrate Firing/Ammo. Plt training?' That is a must, that's SQT training.

(26)

3. 'What is a Bn. ARTEP, what kind of form does that take?' A Bn. ARTEP is more or less a C/2 type where the evaluators are focusing on how the operations element control the sub-elements.

(26)

4. 'Is a Bn. ARTEP like a CPX?' For the most part yes.

(26)

11. New troops are brought up to speed via weekly SQT training and 'hip pocket' type training when time is available.

(31)

12. Last field exercise was a scenario driven event using sealed envelopes containing the current situation that was to be responded to by the Bty. These envelopes were to be opened at a specified time during the exercise with the Bty. responding in the appropriate fashion. A future ARTEP will be performed to evaluate the outcome of this training event.

(31)

13. SPLL and Ammo. crews will be swapped to cross train on the other jobs. Section Chfs. also input that their troops need training on what ever.

(31)

2. MTP used as a basis for sub-task training. Conduct Best By Test drills at both Bty. and Bn. level for both SPLL and Ammo. elements. Example of the Course: (timed performance of tasks) a. Starting point - Establish Comm. b. Displace 2-3Km - Set up camouflage. c. Offload and reload procedures. d. Emergency destruction of equipment/munitions and return to starting point. At the Bty. level, the Best By Test drills are preparatory to the Bn. event. The Bty. selects thcrews (time/performance) to represent them at Bn. event.

(31)

11. 'Given those conditions, do you ever get a chance to intergrate the firing and ammunition platoons?' Very little. Every once in a while we cross train between the platoons.

(35)

#### Post 2                      Platoon

1. 'How do you train?' We've done an ARTEP. 'How many times have you done an ARTEP?' Once, a Bty. ARTEP on Jan. Feb. 1989. 'How did you train up for the ARTEP?' D Bty. from Ft. Sill gave the collective training in prep. for the ARTEP.

(27)

17. 'Do you cross train within your sections so the driver knows the gunners job?' Yes. Especially with 2 man crews. Usually the gunner is the one that's missing so the driver and Sec. Chf. acts as gunners.

(27)

18. 'Do you cross train with Ammo. Plt?' Yes. 'What tasks?' (Could not make out answer as too many people were talking!!!!) We swap equipment, if the Ammo. Chfs. were SPLL Chfs. I'll just give them two of my SPLLs, if not I'll send Chfs. with the SPLLs and Ammo. will give me two HEMTTs. I may give Ammo. all three of my SPLLs or I may keep one if I got a section that needs to train on it.

(27)

2. 'What's happened since then, since Jan. Feb. 89?' How often do you get out in the field?' Average about twice a month, for 3-4 days. 'Do you train as an element of Corps Arty?' We train as a Bn.

(27)

14. 'When you go out on these FTXs...the ten days, how much of that time are the launchers deadlined?' At least one launcher one third of the time. If I take three launchers, one will go down. 'What is the reason they're down generally is it a reoccurring problem? What is your feeling about the 27M support? What training wise, what occurs when the launcher goes deadline?' Usually it's LRUs (line replaceable units) on the SRPs. Cables are another problem. Sprockets have also been a problem so we're circle Xing them and driving them and throwing tracks. 'What kind of training goes on when you got a launcher that is dead in the water?' [XXXXX OP and radio watch. Driver and gunner either one and send them into the Ammo. Section for Plt. perimeter defence/guard duty, or use them as drivers. The Sec. Chf. will be moved into the command M577 track. This also serves to cross train the Sec. Chf. in the Plt. Sgts. job XXXXX

(32)

6. 'Do you cross train within the section so the gunner/driver knows the Sec. Chfs. job? Do you feel strapped for that? Is he ready to learn about the Sec. Chf.?' The gunners across the board take care of and operate the track. I wouldn't say that they are ready to take that track on a permanent basis, but they are capable and trained to a standard that they can do a pretty good job of it.

(32)

8. 'Do you cross train with Ammo. Plt?' Yes, to the extent we can with short crews.

(32)

11. Cross training between Ammo and Firing platoons occurs on Wednesdays. The troops get actual hands on training.

(36)

9. Majority of MLRS training is hands on, it has to be.

(36)

#### Post 2 Section

1. In AIT we're told how to do it, but it's a lot different seeing it on a piece of paper than seeing it on the ground. If you don't have the practice (two or three times here and there) you're not going to get good at it, or stay good at it. We get a lot of practice on Land Nav walking from point A they'll put a little Land Nav course in, but not in setting up an OpArea for a whole Plt. The map courses we get don't suit the training we need to do. 'Might it not be a good idea to cross train firing and recon?' It would be a very good idea.

(28)

11. 'How often then do you operate as a..., I mean when you go to the field, and you operate as a Plt. do you coordinate the sections?' Yes. 'So what you do is integrate your section... training takes part within the context of operating within the Plt?' That goes along with cross training, because a lot of the lower ranking guys don't know the little things such as why FDC sends us that, or how we're getting all this stuff, they just know their job. They don't understand like how FDC sends us fire missions, well how did they get those fire missions, how do they work in that FDC? 'Do you Sec. Chfs. pass that on to these guys?' The answer was that knowledge is not broad based.

(28)



11. For example, if a soldier (NCO) has been in Ammo., a SPILL, or Recon. for an extended period of time, he will know that job better than one of the other jobs within the Bty. (regarding the FDC operations cited above).

(28)

5. 'How often do you get into the field?' For a while we were going out pretty regular, they were doing these little three dayers. The first week of the month and again on the third or fourth week of the month. Those were the ones I got the most out of, because you weren't out there for ten days and you got so fed-up you didn't care what happens. You go hard for five days of training and then it just stops and everybody is just sitting there nobody wants to do anything. Then you have stupid things like you couldn't get oil and you couldn't move your launcher for a whole 24 hours.

(28)

6. 'Let's take from this time last year until now, what did you do in January?' We were getting ready for an ARTEP, we were out there for ever. We were going out for the day and coming in each evening washing the tracks up and going back out. By the time the ARTEP came nobody wanted to do anything. 'When did the ARTEP come?' First part of February, XXXXX. That's when everything started breaking because we had been out there so often (in the field), everything started falling apart. 'How long was the ARTEP?' Three and a half days, it was a four day field problem but a three and a half day timed ARTEP. 'What happened after that (February)?' BC put us back on the range for a few months.

(28)

6. We didn't go to the field, it was about two months and then we got stuck with BCTP support that took up almost a month and a half. We moved barracks and also went to rifle range. 'What about March?' It took about a month to get settled into here (new barracks) and we also went to the old area to scrub that out, paint, cut the grass. 'April, May, June' BCTP support for XXXXX. Billet preparation, etc. 'What about July?' Block leave, the Bty. more or less shuts down and everybody goes on leave for a couple of weeks. 'Then August?' Live fire. 'You haven't been doing very much for a while, what did you do to build up for the live fire?' We went to the field for three or four days prior to the live fire. Things starte

(28)

8. Do you cross train your sections? Yes, positions swap off.

(28)

9. 'Do you train with members of the Ammo.Plt. on reload tasks?' Sometimes on our SQT days. As far as being in the field they don't cross train at all. Never see them. There is not enough rotation between launcher and ammo., they wait a year and rotate them. We have people in ammo. that have been in ammo. since the Bty. started. A lot of those soldiers get attitudes. You don't get that much out of a manual fire mission, anybody can push a button.

(28)

4. Live fire each quarter.

(29)

8. Cross training in the sections occurs all the time during field training.

(29)

9. Training with the Ammo. Plt. is not done all of the time.

(29)

5. When we cross train we cross train on the launchers. Sounds like they swap out Ammo. and SPLL crews every six months.

(30)

20. 'How often do you train Hasty Decon?' Almost every field problem. But the realism isn't there.

(33)

22. 'When was the last time you took an ARTEP?' ???Last 6 - 8 months???

(33)

23. Question was something about how often the Bty./Plt. went to the field???? It was determined that the Battery had gone to the field every month (at least once if not twice) since it started up with the exception of Oct. 88 and Nov. 89 (money shortages). Field work so far in 1989 has been cut back a great deal from around Feb. on.

(33)

5. 'How do you know your trained?' Soldiers Manual and by the tasks the Bty. sets forth for training. [1.3 Go to the field once a month and NBC is trained at least once a month.]

(33)

8. 'Do you train with the Ammo. people on reload tasks when you go to the field?' [6.2 If they have the man power to sustain the task. Not off the trucks, off the ground.]

(33)

12. 'Can you tell me what task you are doing cross training on with firing platoons?' Down loading, up loading, Pos. launcher, fire mission processing, hang fire, misfire. These tasks are usually in the motor pool. We don't get enough cross training on the SPLs in a field environment it's all in the motor pool.

(34)

16. 'Do you get to go to the NTC or REFORGER?' We have been scheduled to go to both but they were canceled.

(34)

2. 'How do you know how well your Plt. can perform it's tasks?' Things like best by test, the Section Chf. evaluates all the time. 'Who dose the scoring on best by test?' The Chiefs. We also have a Bn. best by test where the best Section in each Bty. compete against each other. 'If you had your choice how often would you do that?' [3.2Every quarter. Here we do it once a year, in Germany twice a year and some units do it quarterly, it would be better if we did it quarterly.] 'How long does it take to conduct a single best by test exercise?' [3.3About five hours, it depends on how many stations are set up.]

(34)

5. 'How many times per quarter do you do real cross training?' About four or five times.

(34)

9. 'What about destroying ammunition?' It'll never happen at XXXXX. Ft. XXXXX XXXXX will destroy it. We never train on that. We use cloths line and blocks of wood for training. 'What about Recon. Selection and Occupation of position?' The Chief once in a while will go out on the advance party.

(34)

4. Do you train with members of the ammo platoon on reload tasks? If you mean does the firing platoon train directly with ammo to reload, no, that doesn't even get done during an ARTEP because the pods are dropped at a pickup point and we get them without ever even seeing the ammo truck.

(37)

5. How often does your section train as part of Platoon training? Mostly during fire mission training, reloads, -- just basic operations. We almost never go to the field just as a section.

(37)

Do you cross-train in your section and how do you do it? We get SQT training at 10/20 level and each guy learns the other guy's job, so we switch the positions around so that we all know how to drive and gun. It only takes one field problem to learn what they need to know. A lot of the stuff you need to know is never taught in classes. Most of the things are so simple and we go over and over and over it.

(37)

10. Cross training occurs every Wednesday (Sgts. time) on SQT type tasks. The SPLS and corresponding Ammo. Section will swap troops and train on tasks specific to the firing/ammo. section.

(38)

#### Post 3 DIVARTY/Battalion

2. What different approaches have you had to take in the area of training and training management than for tube artillery?" [4.1 & 5.0 Range requirements for the MLRS.] [6.5.1 SPLS are very old, and should be in rebuild, but the Army has no rebuild program (but are trying to get one off the ground now). The Germany staged equipment (used during REFORGER) operator very well except for a problem with some cables taht were not with the equipment. The needed cables were flown over from XXXXX.]

(39)

2. [2.4 The NTC trips (2) went well. SPLS got 36 rockets for the exercise and fired them in "onesies" and "twosies" to make them last over the 15 day field problem.] [6.5.1. We are still able to keep up the maint. and ready/availability rates of them above 90 percent on the average. MLRS equipment given more TLC (tender loving care) than any other type of equipment n Post, I mean more than tanks and my howitzers. When one of those go down it gets a lot of attention. Starting to have some fatigue problems with them because of age, mainly actuator brackets, also with some of the wiring harnesses. Readiness ratings have been very good. Very few months have they been downgraded for personnel or anything.

(39)

We'll have an ARTEP in June or July. It will be our first ARTEP.

(41)

19. What would you do differently if you could? I'd make sure that there was a minimum of one NTC rotation per year with enough rockets and parts to support the activity.

(41)

2A. . . .with other elements of Divarty? Normally in preparation for NTC rotation.

(41)

2B. . . .with maneuver elements of the Division? Yes, that's what NTC is.

(41)

3A. MLRS Battery or part of it train at NTC? As a Battery, no. We'll take a firing platoon and the HQ platoon.

(41)

3D. Does the Battery train up for NTC? The Brigade that is going to NTC deploys to local training areas and they take command of all the training resources. We position MLRS platoons like we would on the battlefield. This training period is two weeks of maneuvering and fire missions. Probably the best time we have for Battery level collective training.

(41)

6. What ARTEPs does Divarty schedule each year? MLRS is scheduled for an ARTEP 24-26 July. Evaluators hopefully will come from XXXXX.

(41)

XXXXX Is the MLRS Battery integrated into CPXs? When do they go on? We've done a XXXXX series getting ready for war fighting. This year we've had XXXXX in Dec; XXXXX in Feb; XXXXX in Mar. The March exercise happened to get merged with the Battle Command Training Program (BCTP) which functioned much like an ARTEP.

(41)

#### Post 3 Battery

19. Do you crosstrain? At what level? At skill levels 10 and 20.

(44)

XXXXX. How do you train as a Battery? Reforger was the best exercise. We need NTC or White Sands. Reforger is a logistics tactical exercise. It was the only time we had to go out as a Battery and deploy.

(44)

B. How integrate Firing Platoon/Ammo Platoon training? We integrated the platoons because 13Ms need to be able to work on both types of equipment and to separate them out really hurts them.

(44)

I disbanded the Ammo Plt and gave each Firing Plt an ammo section. That way it facilitated cross training because the ammo guys were right there. There was no longer any need for the 1st firing platoon having to go over and teach the 1st ammo section. It was the 1st platoon - period - .

(44)

NTC -- 23 days to prep for NTC. Direct support maintenance people are not ready for it.

(44)

NTC was helpful in that it took us out in a very combat oriented scenario where we didn't have the restrictions and the constraints that we have at XXXXX which has a small box. We could shoot, move, and communicate and in that way I could evaluate them more effectively. Each platoon should be able to go to the NTC within a year.

(44)

With the composite platoon I saw a big improvement in the SQT because everybody was able to be there together and train. Now the scores will be a bit skewed because a lot of the people who took the test here have already PCS'd out, but out of the folks that you still have in the Battery you will see an improvement of the people who came up to this phase of the program.

(44)

10. Section level training? It's the best training we have, but there are no real goals.

(45)

### Post 3 Platoon

7A. Section critical tasks -- Nuclear training is a problem because we don't train as a battery.

(46)

7B. Methods to conduct section training? Cross training on the SPL as opportunities become available. Because we're on low priority for use of land we only train NBC once a year. Only when we're training for NTC.

(46)

8. Cross train within sections. . .? Yes, because training is directed that way. The drivers could enter a mission if they had to and we also cross train with ammo.

(46)

9. Cross train with Ammo Platoon/Section? Yes, we work on reload operations

(46)

During live fire FTX, whenever we have one for the platoon or the Battery, the Battery Commander observes with the Platoon Leader and the Platoon Sgt to see how the platoon is doing. We're supposed to have an FTX in May. It might be a platoon FTX, or a platoon live fire, or it might be a battery FTX. The (last) FTX we had was a 3-day exercise here at XXXXX.

(47)

10. How schedule individual training with platoon/section? We can set up a platoon exercise on the MLRS pad behind the motor pool.

(47)

8. Cross-train within your sections? Drivers/Gunners -- they all train on the same thing.

(47)

9. Cross-train with the ammo platoon/section? We cross-train with ammo 2-3 times a month on average. The last time was two weeks ago. All the ammo 13Ms are E-2s so they're still learning their own jobs.

(47)

XXXXX How many times do you fire a year? We get 108 rockets allocated a year and that breaks up into three 36 rocket packages. One 36 rocket package went to ROTC and the other two 36 rocket packages went to NTC rotations. This last year we shot ROTC 36, then NTC 36, and then our field problems shot 36. Each platoon fires about three times a year.

(47)

XXXXX How often are you able to do that? We only did it for live fire.

(47)

1. Training guidance from Battery? We just got a new commander. The previous CO provided METLs, Battle Tasks, that sort of thing. We never trained as a battery. Mostly, it's been platoon level down.

(48)

XXXXX When did you go to NTC last? About a year ago -- XXXXX. Transfers from other platoons came to the 3rd Firing Platoon with previous NTC training under their belt. We did Force-on-Force for four days and we did both phases of live fire.

(48)

XXXXX What about cross-training? We really need to train the new troops on their primary skills before they can do cross-training.

(48)

4.A How train on weak tasks by cross-training? We did it a couple of different ways. We did where the launcher chief would train the ammo soldiers and the ammo chief would train the launcher soldiers. Also, the chiefs would borrow the other chief's vehicles and we'd do it like that.

(56)

5. How would you integrate individual skills into section level and platoon level training? During our normal training, the newer soldiers are put into ammunition platoon. The better soldiers go to the launchers. We've pretty well decided that's where we make our money. So it just fits into the regular training program that we are already doing.

(56)

### Post 3 Section

4. Train with members of the Ammo Platoon? We have an ammo section but we haven't done anything with them. Basically, what I want to do if we can work it out is cross-train -- take my guys off the SPL and give the ammo guys a chance to learn it.

(49)

XXXXX So if your launcher is broke, what training can you do? With the money situation the way it is we can't go to the field, except maybe once a year, so most of the training is done on those five hours on Thursday morning.

(49)

XXXXX In the month that you have been here, and in the month that you have had a driver without a license and a gunner who has been in position for a month, what kind of cross-training have you tried to do, if any? I have not done any at all.

(49)

4. Do you cross-train with individuals in the ammo platoon? I haven't seen or heard of any cross-training in this unit. But the primary duty is to be able to perform the firing tasks.

(50)

XXXXX What about training ammo people on reload tasks? I'm selfish, and I don't think I should be training anybody else until my crew is taken care of. If the ammo section chief would volunteer to train my crew, I'd volunteer to train his. But, that's not happening and I don't foresee it happening here.

(50)

3. What type of cross-training do you do? I'll put the driver in the gunner's seat and we'll go through it until he catches on. Usually, we'll do that on Thursday morning from seven 'til twelve. Or whenever we have free time.

(51)

4. Do you train with the ammo platoon on reload tasks? Yes. We did it at NTC and other exercises. And we do it at other times as well. It should be coming up on the training schedule.

(51)

XXXXX Do you guys have ARTEPS? Yes. When we went to NTC -- and that supposedly was our evaluation --. On Fort XXXXX there isn't enough room to train. If Divarty would keep their nose out of our business we could get on with our training. Divarty doesn't know how we operate so they treat us as a detail battery.

(51)

Nuclear attack: You know how they do it here? OK. We're under attack. Everybody go to MOPP-4. Get inside the cab and close the louvers and everything. We have classes on individual skills during a nuclear attack. In Germany, we'd all go to a 577, -- they'd want us to get inside something.

(52)

We've been sent to NTC -- only one platoon goes to NTC because that's all the money we have for training.

(52)

2. What individual training do you do in conjunction with your collective training? We hardly ever do collective training here. We do it as a section. Our collective training within the section incorporates individual task skills.

(52)

3. Do you cross-train in your section. . .? Cross-training is going on all the time. We're always putting people in some other position so they know the other guy's job. It's an on-going activity.

(52)

4. Do you train with members of the ammo platoon? That's what we're doing today. We're doing reloads on the SPL and we're doing reloads on the HEMTT.

(52)

5. How often does your section train with the platoon? Hardly ever. On team training, we tried to get platoon classes started and the Sgt. Major said he doesn't want platoon classes, -- he wants individual training.

(52)

6. How about battery training? We've got a field problem coming up at the end of April which will be the first battery field problem in almost a year and a half.

(52)

XXXXX How many missions did you fire? We fired quite a few. We had like two in the daytime and then one or two at night. A lot of night maneuvers. The Battery Commander didn't like moving too much at night. He was afraid he was going to lose people. We had a couple of night maneuvers and we fired quite a few missions at night. We fired at least 30 - 40 missions while we were out there.

(52)

XXXXX When you were at NTC did you do force-on-force and live fire? There were four days that they had set aside for live fire. Each launcher went out and they would fire three rockets. That way, if something went wrong in the middle of a fire mission it doesn't really cause a lot of problems. We shot probably about twice a day. Once in the day and then we would have a night fire. After the live fire was done, then the force-on-force started.

(52)

3. Do you cross-train in your section...? Our driver is so new that all his time is taken up with learning how to handle his job as a driver. As soon as he knows that, then he can begin to learn the gunner's job.

(53)

4. Have you trained with members of the ammo platoon? Yes. We would get together with them for team training. And today we're scheduled to go out with them to work on reload tasks.

(53)

5. How often does your section train as part of platoon training? Less than ten times in two and a half years.

(53)

5.B Is training with the platoon more valuable than with the section? They're about equal. But going to the field is more valuable because the platoon training includes the section training.

(53)

6. How often does your section train as part of battery training? Maybe three times in the past two and a half years. We were doing field problems -- full-scale battery operations. The last time was before the XXXXX REFORGER.

(53)

3. Do you cross-train in your section. . .? It's real hard for that to happen, because we don't go to the field enough. We have a big turnover. People are gone before they've learned their job. And they have to know their own job before you can start to teach them how to do somebody else's job.

(54)



4. Do you train with members of the ammo platoon? Reload? We're doing that today. Firing? Probably about a month ago.

(54)

5. How often does your section train as part of platoon training? Twice in the past year. Each of those times was for 3-4 days. One was for a CAPEX (capability exercise). The other time was a field training exercise.

(54)

6. How often does your section train as part of battery training? We did that once, -- a long time ago. We trained in Europe as a battery.

(54)

1.A Hang fire procedures: How train on weak tasks? During Sgt's time. We had a hang fire once during CAPEX last year. Getting time to train is very difficult. Divarty cuts into our training time. We're so limited in training time that we tend to concentrate on key issues so that some of the other things don't get attended to. Time and funds restrict training to dominant tasks. Without funding and areas to train in we can't meet our training objectives.

(55)

3. What kind of cross-training do you do in your section. . .? We move people around to the different positions, like one time I drove and put the gunner in the chief's spot and the driver in the gunner's chair. There's a problem in just working from the book. It makes a lot more sense to have a hands-on capability. A soldier can learn it from the book and recite it back step by step. But it's one thing to have it in his mind and another to actually apply what he knows to really doing it.

(55)

4. Do you train with members of the ammo platoon. . .? Yes, we do. We'll work in the motor pool. Maybe once a quarter. Maybe on a Thursday. There's not enough of it going on. We had more cross-training in Germany.

(55)

5. How often does your section train as part of platoon training? The last time was in December of '88 that we went to the field as a platoon.

(55)

6. How often train as part of the battery? The last time the battery went to the field was April of '89. We were out for one week on an FTX. All we were was an aggressor force. We'd attack one platoon and then come back in. The platoon I was with did what they could, but the launchers kept going down so most of the time they were deadlined.

(55)

**Post 4**

**DIVARTY/Battalion**

4. 'Do you train to prepare for major external events, such as NTC, REFORGER, etc.? If so, which external events are they?' For MLRS we've only taken them once. It really doesn't fall into that category. The major thing we did for MLRS for something like that, is to ensure that personnel turbulence was not a factor, that you had a cohesive team locked in so many months out so and they stayed there throughout the rotation. Sort of yes and no do you train up for a major event.

(57)

4. 'How does the MLRS Bty. participate in these preparations?' Because of the way they can't be utilized out here because of the restrictions they put on them the only way we can train them up is just to practice fire missions, resupply of ammunition, the receiving of fire missions from electronic interface with DIVARTY, because you're not likely to ever get MLRS in DS of a brigade, they're never going to let you play that out there at NTC anyway. The time we took them they just set them off to the side and fed them tac data and when they were sure no one was in the way they let them fire some rounds down range. 'Did they play any of the force on force?' No. I wasn't there when the live fire was over they must have brought them down, they might have let them play the last couple of days.

(57)

4. Again, they are not going to let them fire on the incoming OPFOR because it would throw off their balance out, if they gave them any missions they would kick them way out deep. It's not a very good exercise for MLRS other than the challenge of going to a new environment new places where you don't have a sign saying Launch Point #1 and the variation of operating in the desert. Tactically it's no different than any place else. [1.2 'It might be a little redundant, but how does MLRS participate in these external events?' They don't participate in the OCONUS things strictly a matter of money.]

(57)

4. In the time I've been here we have not even deployed any arty. any howitzers, we've deployed fire support personnel and we always..if it starts with a EDREX they will go through that same drill build up and when the mission is defined everybody drops out that's not going, so they do not participate in the actual deployment. We have a quarterly DIV CPX and they'll play in that, as a portion of their Bty. is in my DIVARTY TOC. It's good training for them, they can sit out there and receive the dry fire missions....(can't make out rest of answer). Sounds like he only mounts out the Bty. FDC for the DIV CPXs because of an over crowding situation on the post.

(57)

5. 'Does MLRS participate similarly?' They could but because they don't go to NTC there's really not a requirement for them to do their Section evals.....because they're not live firing probably won't have their SPLs out there, so he's free to schedule that as he sees fit based upon money, time, and personnel....

(57)

2. 'Do you get involved at all with the training resources for MLRS?' To the extent that I need to de-conflict it, or if they have competing events with other DIVARTY units if I need to set priorities within DIVARTY I will, or if they encounter problems with their coordination and requests for ranges I'll get involved. 'Does that happen very often?' To a degree it does, mostly in the area of negotiation for terrain or areas clearing firing points for them to live fire from. It a pretty easy process to work. 'How often does MLRS train with other elements of DIVARTY or maneuver elements within the DIV?' On an average they get out for an FTX about once a month or once every two months. We at DIVARTY at least the command and control element (TACFIRE) try to get out with them.

(59)

3. 'Does the MLRS Bty., or part of it, participate in training at NTC, REFORGER, or other OCONUS training?' We got them to NTC about a year and a half ago and it really worked well. The biggest constraint we have...and we can do that, there are provisions for us to be able to get them or parts of them to NTC, funds permitting, and that's our biggest concern. The NTC package that funded by FORSCOM does not include MLRS slice per say, it's an optional addition that we would have to bear the brunt of funding for transportation to and from NTC as well as the people. 'DIVARTYs nickel?' Exactly. When we went the last time with these guys it was DIVs. nickel because they wanted a force multiplier out there. But the budget doesn't allow us to do that on a consistent basis.

(59)

3. 'Have they ever been to REFORGER?' Not from here, in the four years I've been here we have not sent a unit to REFORGER, we've sent units to OCONUS exercises in Egypt and Turkey but most of those were maneuver slices of some sort. The most that any arty. as gone on any has been an FA Bty. MLRS has not made that deployment either.

(59)

6. 'What ARTEPS does DIVARTY schedule each year, and how does MLRS fit into that schedule?' We give each Bn. a external evaluation every 18 months and our separates...our goal is to give each of the separates a ARTEP once a year. Their last ARTEP was Feb. a year ago and now they're getting one at the end of this month.

(59)

#### Post 4 Battery

19. Do you crosstrain? Yes. We'll put 13Ms in PAC, a commo in NBC, 13Ms in supply, surveyors in supply. It's driven by need between Firing and Ammo for 13Ms.

(61)

9.B How do you integrate Firing Platoon and Ammo Platoon training? Our Ammo Platoon is integrated into the Firing Platoon. We have no separate Ammo Platoon so integrated training is automatic.

(61)

19. Do you crosstrain and, if so, at what level? We don't crosstrain at the Battery level but do crosstrain 13Ms in the platoons and the sections.

(62)

**Post 4                      Platoon**

8. Do you crosstrain with the firing platoons? Absolutely. During normal training they switch jobs. The Section Chief or the Platoon Leader directs the changeover.

(63)

8. Do you cross train within your sections? Yes, we do. We rotate people through the positions.

(67)

9. Cross-train with the ammo platoon? Yes. We rotate ammo people through the launchers.

(67)

4. How tain up on weak tasks? We need jamming exercises for ECCM and we need Division Chemical to run us through their procedures. We have NBC round-robins every two weeks or so.

(71)

5. How know how well sections can perform tasks? We follow the job book tasks -- either GO or NO-GO -- and train up accordingly. The readiness rationale says that all must have firing experience. The turnover is too great to be accommodated with 108 rockets. Section certification is the only real check. We had three live fires all last year. Dog/Pony shows takes from the 108 rockets.

(71)

8. Do you cross-train within your sections? Yes, we do, but new people forces us to work on their primary role first. To cover the 13M dual role, we integrate the ammo platoon with the firing platoons.

(71)

9. Do you cross-train with ammo? Yes, we schedule for it on the training plan.

(71)

8. Do you cross-train with the firing platoons? I've seen it on training schedules but that was the main reason for combining the ammo platoon with the firing platoons.

(75)

**Post 4                      Section**

3. Do you crosstrain in your section? We do with the driver. My gunner knows all three spots. Without my gunner the driver can handle the SPL. They get the fire control panel in school.

(64)

4. Do you train with members of the ammo platoon on reload? We do when we go to the field but most of the ammo people have never been in the SPL. We seldom do reload.

(64)

5. How often does your section train as part of platoon training? Always. We are generally able to take advantage of the training time because we can use time available even when a SPL is down.

(64)

5.B What is better, platoon or section training? Mostly platoon which I prefer to training as a section. Sometimes messages are sent but apprenly not recorded at the Battery.

(64)

6. How often does your section train as part of battery training? Every other week, but platoon level training is better. We need to work on things other than fire mission processing.

(64)

3. Do you cross-train? We did once. We traded positions. Besides, the drivers and gunners trade off a lot anyway.

(65)

5. How often does your section train as part of platoon training? Every other week.

(65)

1.A How train up on weak tasks? Maintain commo equipment is just a matter of going over the trouble-shooting routines. With NBC it's a matter of more training and more training opportunities. You'll forget if you don't do it a lot. Part of the problem is the lack of training slots in the NBC school at XXXXX.

(66)

2. What individual training do you do along with section collective training? There's not a good opportunity for individual training collectively with the section. In the field we're on the go a lot. We do a lot of CTT training in garrison. We never fail section level tasks at ARTEP. The problem is with the new CO cycle. Every time we get a new CO he starts everything all over again which makes for too much retition.

(66)

3. Do you cross-train in your section? Yea. I,m not above driving the SPL. I switch everybody around. The SPL could be run by just one guy. We cross-train every time we go to the field.

(66)

4. Do you train with the ammo platoon? Yes.

(66)

5. How often does your section train as part of platoon training? We do very little section training. Most of our training is at the platoon level.

(66)

6. How often does your section train as part of battery training? Once a month. However, the training we do as a platoon is a lot more valuable. Platoon training is a lot more flexible.

(66)

1.A How train on weak tasks? We need to train more on nuclear attack. We don't train on this in the field. We just go to MOPP-2 all the time and move. That's all.

(68)

10. Training distractors: There is a las\ck of ED equipment. And small arms ammo is inadequate. There isn't enough blanks and smoke rounds. We never see MILES equipment. Never at XXXXX and it's almost as bad at the NTC NTC was valuable but there was no force-on-force. We've only had one NTC rotation and that was two years ago. A big distractor are the last-minute taskings that interrupt our training schedul We used to have Sgt's time every Wednesday but I haven't seen t at since the turn of the year. We also catch a lot of details.

(68)

3. Do you crosstrain in your section? We do cross-training with every field problem. We rotate all three slots, -- chief, driver, gunner. But the driver doesn't work with the fire control panel during a live fire.

(68)

4. Do you train with ammo on reload? Yes. Ammo sets up the resupply points and we interact. We reload during section certification twice a year.

(68)

6. How often section train as part of battery training? Every other week. Three days at a time. The Bty runs 24 hour operations. 60% of that 3-day training exercise is hardcore with the Battery. With a 12-hour platoon exercise about 40% is good hardcore training.

(68)

3. Do you cross-train? Yes, we do. We just switch around and then go through the whole scenario.

(69)

4. Do you train on reload with ammo platoon? Yes. We work off the ground and off the trailers.

(69)

6. How often does your section train with the Battery? It's scheduled every other week for about three days at a time, but a lot of that time is taken up with getting out to the field and getting back.

(69)

1.A How train on prepare for response to a nuclear attack/ We don't get into it. There's not enough enough time. We're trying to get into it at the battery level.

(70)

3. Do you cross train in your section? Yes. We get that in field training when we trade off the positions. We must have hands-on training to really learn. The books alone don't cut it. You need cross training to higher and lower echelons. The cadre course doesn't train adequately.

(70)

4. Do you train with ammo on reload tasks? Not really. Ammo is a sorry job. The ammo guys don't really do much. We need greater realism in our training scenarios. We need to make it go to MOPP-4. We use live fire for dog/pony shows. The Platoon Leader must trust the chief's judgement.

(70)

5. How often section train with platoon? More now than ever before. Platoon training is all we do although the section level training is more valuable because you operate as a section.

(70)

6. How often train as part of battery training? Only when we go to the field but it's all fire mission training. Battery training is too focused on fire mission training which defeats the purpose of training as a battery. We rarely have after-action reports so there is no feedback to the soldier.

(70)

XXXXX Any hippocket training? We do some with hasty decon but then we don't do all the hasty part of it. Only twice since '86. Training is much better overseas. We get classes but we don't work on it in the field. Only fire missions which makes an FTX very boring. We always do the same thing. There's no time to do a PMCS.  
(70)

3. Do you cross-train in your section? That's what we're actually doing now. We rotate the positions except the E-3 doesn't rotate with the chief. We cross-train in the field. When a guy gets in a new position I talk him through it until he knows what he's doing.  
(72)

4. Do you train with members of the ammo platoon on reload tasks? Not since I've been here which is four months. We did it in Korea but not here. I'm sure we'll do it after the ARTEP. We'll need to know it for SQT.  
(72)

5. How often does your section train as part of platoon training? Ninety-nine per cent of the time. We take good advantage of the time we train with the platoon. The emphasis around here is really on platoon training although I'd prefer just training with the section.  
(72)

6. How often does your section train as part of battery training? Every quarter. That's pretty good training but we do most of our training with the platoon.  
(72)

2. What individual training do you do along with section collective task training? I haven't yet but if there was some task that needed working on I would. Just like the hangfire, teach him and watch him to see if he's got it and then go back over it.  
(73)

3. Do you cross-train in your section? Yes. We rotate positions  
(73)

4. Do you train with members of the ammo platoon on reload tasks? We haven't done that in the month I've been here.  
(73)

5. How often does your section train as part of platoon training? Maybe three or four times since I've been here. We train with the platoon in garrison and in the field. I guess it's valuable training but we have to depend on others when we work with the platoon.  
(73)

6. How often does your section train as part of battery training? We had two full days on NBC, but no more than five times since I've been here.  
(73)

2. What individual training do you do along with the section collective task training? I do, whenever there is any time for, like the driver, to work on his individual skills like to maintain his vehicle.  
(74)

3. Do you cross-train in your section? The only time you can do that is in a field problem where the driver gets gunning and you don't do it during free-timing in the motor pool. When we're not doing a field problem we're in classes in garrison and those problems are set up in advance so there's no time to do things like teaching somebody how to do someone else's job.

(74)

4. Train with ammo on reload? Very little. A couple of months ago we had a platoon class on going through reload . . . We've down-loaded from a trailer but we haven't really done anything with the truck.

(74)

5. How often does your section train as part of platoon training? We've done more recently with the ARTEP coming up but we didn't do much earlier. We had platoon classes and time in TACFIRE -- one day at a time.

(74)

6. How often does your section train as part of the battery? We have an occasional class. We do an FTX twice per month for three and a half days each.

(74)

XXXXX How often do you live fire? Every six months. Live fire is a pain in the butt. After you've done it once it's probably not important. But you should do it every six months to demonstrate to new troops and to stress the vehicle.

(74)

XXXXX Do they ever rotate crews from SPLs that are down to relieve a crew from extended hot time? Sometimes, unless the crews are working around the clock to get their SPLs back up.

(74)

2. What individual training do you do along with your section collective task training? Just what we do as a crew as part of our regular crew training.

(76)

3. Do you train with members of the firing platoons on reload tasks and if so, How? No. They are two different entities. The SPLs just pick up pods where we have dropped them. There is no real coordination beyuond that which is required.

(76)

4. How often does your section train as part of platoon training? Not s often as I would like to see it happen. The battery has priority. The section has to wait.

(76)

5. How often does your section train as part of the battery? It depends on the ARTEP. We'll do a lot of it before an ARTEP but very rarely after. We go to the field twice a month with the battery and stay about three days each time we go.

(76)



2. What individual training do you do along with your section collective task training? When we occupy an area we break off into groups and work CTT. We usually combine with something on the SPLs like crane operations in MOPP-4. We do it on our own. It's not on the training schedule.

(77)

3. Do you train with members of the firing platoons on reload? Usually we merge with the SPL crews at the reload areas to do that.

(77)

4. How often does your section train as part of platoon training? Quite often, -- in the rear and in the field. We have training schedule tasks in garrison whereas we're spread out a lot in the field.

(77)

5. How often does your section train with the battery? We have two field problems of 2-3 days each month.

(77)

1.A What will you do to train up on Commo Security? We should be free to use lag time. The problem is that it's not taught right. We can't get the material. There's no training on comsec here at all. It's never been on the training schedule.. The schedule should not be so rigid.

(78)

2. What individual training do you do with your section collective training? It's hard to mix them. We have ARTEPS coming up so we have to concentrate on those skills. Individual training is important, too, but it's a lower priority now.

(78)

3. Do you train with members of the firing platoons on reload tasks? Yes. All the time. We coordinate the training as far as reload is concerned.

(78)

4. How often does your section train as part of platoon training? At least twice a week.

(78)

5. How often does your section train as part of battery training? Every two weeks. It's hard to separate because the activities cross those lines between section, platoon, and battery.

(78)

**Post 5 DIVARTY/Battalion**

4. What are the major external events you train for? None.

(79)

XXXXX Would you support a personnel trade with another unit as a good training exercise, to introduce them to new conditions, -- new terrain? Absolutely. If I could send a platoon to NTC with each rotation that would be tremendous. I tried it with this last rotation and they were taken off the troop list. If I could send the entire Battery somewhere else that would be a tremendous field experience -- I would love to do that.

(79)

2. How often does MLRS train? Twice a quarter with one day for live fire.

(81)

2.A How often do they train with other elements of Divarty? Rarely. We do try to have a mass fire but it's rare.

(81)

3. Does MLRS participate in training at NTC? They have in the past but not recently because of a dollar shortage.

(81)

**Post 5 Battery**

17.D Any turnover problems with low-density MOSs? 76C, 76Y and 77F sometimes. POL Supply/Management -- 75 we just got filled. We try to cover gaps with cross-training.

(83)

19. Do you cross-train? Yes. We rotate positions at Battery HQ and the Platoon Sgts rotate tasks at their level. The firing and ammo platoons cross-train all the time. They handle up/down loading on the HEMTT/HEMATT in garrison but not in the field.

(83)

9.B How do you integrate Firing Platoon and Ammunition Platoon training? Cross-training is pretty good.

(83)

**Post 5 Platoon**

8. Do you cross-train within your sections? We do as a matter of necessity because ATACMS is killing our Battery strength. 97% strength might mean the loss of three people. Yea, two people can run a SPL but all tasks can't be trained with only two in the SPL. We know thirty days in advance when someone is leaving but they're lost to us during that time with clearance activity. Ammo only has eight trucks they can put two people in. The rest of the trucks just sit there.

(84)

9. Do you cross-train with ammo? Yes. Ammo is a separate platoon. We cross-train with them because of a personnel shortage. We focus on the fundamentals.

(84)

10. How do you schedule individual training along with platoon and section training? During open training time. I'll meet with the section chiefs and discuss that. I do that regularly.

(88)

4.A How train up on Plan/coordinate platoon defense? The HQ section is a sitting duck. It's very hard for an MLRS platoon to protect itself. There are only three 13Ps available to protect the section. SPLs are so spread out it's very difficult to have any kind of a controlled perimeter. And the platoon center is also vulnerable. We pass the ARTEPs on platoon defense, but we were lucky.

(88)

7.B Will you train by individual, section, or platoon? It would be by section, -- OJT and show-and-tell.

(88)

8. Do you cross-train within your sections? We cross-train all the time, -- all combinations. I have an E-6 who can do my E-7 job right now.

(88)

9. Do you cross-train with an ammo/platoon section and on what tasks? That's virtually non-existent. It's unfair to put the weak people in ammo. If he's weak he shouldn't be in the Army. All new privates in the Battery go to ammo. We've done some cross-training with ammo but only a couple times in the past year. And never in the field.

(88)

8. Do you cross-train within your sections? Yes. More than we plan for because it's forced by tasking. The Section Chiefs supervise the cross-training. We try to make sure there is always one experienced person on each SPL. There's a lot of disparity between the rank and the experience structure.

(92)

9. Do you cross-train with the ammo platoon/sections? Yes. Also, the Battery rotates positions every six months which means that we may lose or gain an experienced soldier. Crew cohesiveness is always weakened by that rotation.

(92)

4.A How train up on ECCM, Comsec, and maintenance of commo equipment? I isolate the specific tasks and train them. We seldom do a long-range radio check. Run classes with com gear -- do a lecture/lab and then to a hands-on. We'd work through the -10 and demo as required.

(96)

7. How train up on prepare and respond to a nuclear attack? I'd ask the NBC NCO in the Battery to do that. We did it once last May. I would ask for it to be included on the training schedule. On any task weakness I would just keep training through the manual. If possible I'd like to use a real demonstration.

(96)

8. Do you cross-train with the firing platoons and on what asks? Maybe once every six months we switch with the firing platoon on a Thursday morning during our five hours of team training.

(96)

9. How do you schedule individual training along with platoon and section training? There's very little individual training, -- just platoon and section training. Basically, it's all section training even when we are with the platoon.

(96)

#### Post 5 Section

3. Do you cross-train in your section? We do, but when you only have a driver it's tough to get much cross-training done. Besides, the driver is not anxious to learn the fire control panel because it's not very comfortable.

(85)

4. Do you cross-train with ammo on reload? We've been doing more lately. They drop off ammo and we pick it up. We tend to resist reloading from the truck because it's dangerous.

(85)

5. How often does your section train as part of platoon training? Normally, once a week -- five hours on Thursday. We incorporate NBC training with platoon training.

(85)

6. How often does your section train as part of Battery training? Basically on an FTX or live fire once a quarter.

(85)

3. Do you cross-train within the section? Yes. We cross-train everybody. Everybody gets to work at everybody else's job including the chief's.

(86)

4. Cross-train with ammo on reload? Yes, during team training on Thursday. We work through the resupply points but we rarely reload off the truck or trailer. Coordination is through the AHA.

(86)

5. How often does your section train as part of platoon training? Whenever we go down range -- at least one day out of a 3-day field exercise.

(86)

6. How often does your section train as part of Battery training? Every quarter. FTX and live fires. It takes 2 and a half days for an FTX with the Battery.

(86)

3. Do you cross-train in your section? I rotate positions so that each of us knows the other's job. I try to get as much hands-on cross-training as possible.

(87)

4. Do you train with members of the ammo platoon on reload tasks? We've done that 3-4 times in the past year. We go through FTC and they contact ammo. There is a designated drop point and we pick up there. We have never unloaded from the truck or the trailer.

(87)

5. How often does your section train as part of platoon training? Once every two months.

(87)

6. How often does your section train with the Battery? Just the FTX and live fire each quarter.

(87)

2. What individual training do you do along with your section collective tasks training? Here we combine the training during Sgt's time. We tend to go by the book.

(89)

3. Do you cross-train in your section? Yes. We try to get everybody to know all the positions. I'll have them show me what they know first and then I'll try to fill in the weak spots.

(89)

4. Do you train with members of the ammo platoon on reload? So far I've never trained with ammo platoon. They just put the ammo down and we pick it up which is as close as I've come. Once, in the field, we took the ammo right off the trailer.

(89)

5. How often does your section participate as part of platoon training? Whenever we go to the field, like three times in the past five months. Each of those was a 3-day exercise.

(89)

6. How often does your section train with the Battery? We've had two field problems in five months.

(89)

2. What individual training do you do along with section collective task training? It's a combined effort. The individual tasks are plugged into the section collective tasks.

(90)

3. Do you cross-train in your section? New troops learn their own job first before they cross-train. Then they start by switching positions in garrison, -- less so in the field where they stay in their own seat. But the driver can still work the fire control panel. he can process fire missions.

(90)

4. Do you train with members of the ammo platoon on reload tasks? We make a lot of noises but a lot of the time it doesn't get done. If either group is tasked then it doesn't happen. Ammo is not treated like a full-fledged participant. Ammo used to run more efficiently. It was more a mass reload effort. Now, the A-LOC tracks the number of pods -- he works with the ammo platoon Sgt. Now, we can't run as many missions because digital communication keeps breaking down.

(90)

5. How often does your section train as part of platoon training? We do an FTX and a live fire each quarter. That's two consecutive weeks with 2-4 months in between.

(90)

6. How often does your section train as part of Battery training? At least one day out of every 3-day FTX is given to Battery control, but the Battery may be down because of commo problems.

(90)

2. What individual training along with collective task training in section? A lot of it has been rolled into collective training. The team training on Thursday morning is not too good for individual training.

(91)

3. Do you cross-train in your section? Yes. We switch all three slots, -- the driver, gunner, and chief all rotate positions.

(91)

5. How often does your section train as part of platoon training? Not very often, -- when we go to the field once a month.

(91)

6. How often does your section train as part of Battery training? Three days each quarter of which one day is devoted to total battery control.

(91)

2. What individual training do you do along with section collective task training? Every Thursday morning I start with a fire mission and then work through all the related tasks.

(93)

3. Do you cross-train in your section? Sure. All the positions get passed around.

(93)

4. Do you train with ammo on reload tasks? Not since I've been here. There has been no reload from the truck or the trailer. We've done it in the past but we don't train that because we don't do it in the field.

(93)

5. How often does your section train as part of platoon training? Once every three months and during team training on Thursday for five hours.

(93)

6. How often does your section train as part of Battery training? Only when we're in the field during a Battery FTX which is once for three days in the past six months. Then we had problems with digital comms and a movement problem. FTX as a Battery is the last day and a half of the FTX.

(93)

3. Do you cross-train within your section? We do cross-training fairly often. We switch the positions around. We used an ammo guy for a little while.

(94)

4. Do you train with ammo on reload? Routinely, no. But sometimes we do. We never reload from the truck or trailer, -- only from the drop site.

(94)

5. How often does your section train as part of platoon training? We have FTXs every six weeks. 35% of that is platoon training.

(94)

1.A How train up on destroy ammo? The problem is we never do it. We need to read the book and just practice it. We've never seen C-4 blocks here.

(95)

2. What individual training do you do along with section collective training? We have team training on Thursday morning and we do it then.

(95)

3. Do you cross-train in your section? Yes. We rotate positions during team training and sometimes we switch with ammo guys. But never on an FTX. The gunner has never driven the SPL.

(95)

4. Do you train with ammo on reload? Not on reloading. The driver had just come from ammo.

(95)

5. How often does your section train as part of platoon training? All the time, -- 80% of the time. The rest of the time it's with the section.

(95)

6. How often does your section train as part of battery training? Maybe twice each quarter. FTX which last two and a half days. The platoon has the first day and the battery has the rest of it.

(95)

6.8 What tasks can you train at Battery that you can't train at platoon or section levels? Nothing. The platoon can generate anything the Battery can.

(95)

7. Is there some training you can't do because you don't have the resources you need? It's difficult to get resources to go down range. There's a limitation on our freedom to move. Ammo on occasion. We're limited to three rockets. Money is the biggest limitation. 108 rockets per year for nine launchers is not enough. If you fire your 12 rockets in the first six months the next crew may wait 18 months to fire any at all. It would be more realistic to have a 12-pack on there. It would be closer to a wartime situation. Firing three rockets at a time is not realistic. We fire all three rockets at one azimuth. And we never download an uneven pod -- like two on top and one on the bottom which is a realistic scenario.

(95)

2. What individual training do you do along with section collective task training? We ask questions and identify weaknesses and then set up our training plan. Everyone attends so that everyone gets the same instruction. Those who know what they're doing are assigned roles as demo instructors. We reference SQT scores for support. And we use CTT job books. We enter the date the task was performed.

(97)

3. Do you train with members of the firing platoon on reload? Usually and we also do a "best-by-test" to see how long it takes to pick up pods. Generally, we just drop pods and the firing sections pick them up.

(97)

4. How often does your section train as part of platoon training? Whenever we go down range we are in support. But usually there is one section of ammo to one firing section. FTX downrange is usually 2-3 days with the firing platoon.

(97)

5. How often does your section train as part of battery training? Usually when we go down range on an FTX. That was twice a month for awhile but lately that has dropped off. Over the past six months we've had four or five Battery FTXs -- three days at a shot.

(97)

6. Is there some training you can't do because you don't have the resources? No, -- we have the vehicles and the personnel. Terrain features at Fort XXXXX lack streams to provide crossing practice. We don't have destroy equipment kits so we've never practiced that in ammo. NBC decon is probably coordinated through the chem unit; I've never seen it here at XXXXX. We might have a MOPP gear exchange in the unit but I've never seen the whole routine.

(97)

1.A How train up on respond to a nuclear attack? I don't know how we'd go about doing that. We've never had it on a training schedule. We've been in MOPP-4 but never trained on the whole routine. It would have to be put on an FTX in order to do all the things we would need to know. We'd have to ask the Platoon Sgt. to get it started or even make it part of the ARTEP. We don't go to training meetings, -- only the Platoon Sgt. does that. Generally the training meeting just covers things coming down. It doesn't handle requests coming up. It includes taskings, details, goals for the quarter. A review of what's been covered. On the last FTX we had a lot of dead time. A lot of sitting around. A 3-day field problem doesn't really cover much. A

(98)

2. Do you do individual training along with collective training? Yes. Sometimes we do limp-home procedures but mostly it's MOS related stuff.

(98)

2.A How do you know who needs training in what area? It's hard because we have nothing to judge it against. The trucks are spread around and I'm not there to see what they're doing. I can't supervise when the trucks are all spread around. If the chief isn't there it should fall to the Platoon Sgt. It makes for bad training. We don't do night training enough to train up to speed. The trucks can't always go where the SPLs go because the trucks can't pivot around sharp corners. Trucks have a very wide turn radius. You have to work within the limitations of the least mobile vehicle.

(98)

3. Do you train with members of the firing platoon on reload tasks? No. The only time that happens is during an ARTEP. We don't reload from the HEMTT. Only do a drop and a pickup. We should have two reload points. The firing platoon should pull security on the rockets.

(98)

4. How often does your section train as part of platoon training? Not in the last six months. Sometimes during team training on Thursday. There's no intercom with the platoon even on an FTX. Training scenarios haven't been covered in the last 18 months. Battery level CPX but not Platoon. When we go to an FTX we go as a platoon but then we break off as sections. Only when we convene are working as a platoon.

(98)



5. How often does your section train as part of battery training? Three times in the past six months. The 3-day field problem is really only one day in the field. So 2/3rds of the time is spent getting there and back. And then you're waiting around a lot while you're there.

(98)

## 2. Echelon

### 3. Tasks Trained, by Echelon

#### Post 1 DIVARTY/Battalion

After the live fire exercise, the battery has the rest of the FTX to work on weak areas.

(01)

#### Post 1 Battery

1. METL is used to focus the battery's training. Battery has developed METLs for platoon and section as well. Referred to battle drills in the sections.

(11)

#### Post 1 Platoon

4. 'How would you train up on a task that needs work?' (Task was in the ECCM area) We don't train ECCM at the platoon or Bty. level, or Bn. level for that matter. (could not remember when they trained on ECCM). 'What do you train during the two days following a live fire?' A lot of NBC, movement and coordination, fire mission processing and reload operations. We can do this in the local training area.

(12)

#### Post 1 Section

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? The emphasis is on firing mission processing. The concept of the launcher -- you got the hot-cool-cold concept where one is supposed to be able to shoot a mission when it's called, another 8 minutes from the time it's told to come up, and the other is down for maintenance. In the field, responsibility for gate guard or KP duties gets pushed down on ammo. In the field they really don't get a good opportunity to go out and practice their ammo skills. At Ft. XXXXX, we have a lot of roads that produce a lot of road guard tasks.

(14)

HOW DO WE GET AROUND THAT PROBLEM? WHAT ARE SOME OF THE THINGS WE MIGHT DO TO GET AROUND THAT? We need more concentrated training. Like a solid week on particular tasks. ASP resupply, for example. Setting up ammo holding areas. If people get knocked off, others need to be able to provide. Navigation. We need to learn other methods (as a contingency). Night time navigation -- real world types of things. Emergency destruction.

(14)

WHICH IS THE BEST WAY TO TRAIN AN AMMO PLATOON, -- INDIVIDUAL SECTIONS, OR INDIVIDUAL PLATOONS, OR DO YOU NEED TO BE INTEGRATED BECAUSE OF THE NATURE OF WHAT YOU DO INTO TRAINING WITH THE FIRING ELEMENTS OR IS THERE SOME MIX--50% OF THE TIME YOU TRAIN IN SECTIONS AND THE OTHER 50% OF THE TIME YOU DO AMMO FLT, FIRING FLT, INTEGRATED TRAINING OR SOME COMBINATION ...? I think we get better training if we do it at the platoon. Because most of the time the firing platoons they got their own tasks and sometimes one of the platoons people they get in the way and they're gonna have to learn. Sometimes they do not get the full benefit of that task because they will come back and ask if someone can explain that to them.

(14)

**Post 2 DIVARTY/Battalion**

The "Trainer", or in other words the battalion commander, determines the amount of training necessary to bring the battalion to C1 for training during the fiscal year. The S3 plans and achieves training goals to produce a combat effective unit. As XO, if a piece of equipment can't run, then can't train on it. My goals can be expressed as a % of readiness, % of equipment availability or % of staff officer probably getting more training value per training round expended than other MLRS units. We do not Ripple shoot. Every round fired is a independent mission. Our launcher goes from the hide area to the firing point, fires and back to a hide area. In some units they will park the launcher on a firing point and rotate crews through. They will fire 3 of the 6 rounds in ripple fire. In both cases about the same amount of ammunition is used.

(22)

We were the only battalion not to run out of money last fiscal year. We are probably getting more training value per practice rocket expended than other MLRS units. We do not ripple shoot. Every rocket fired is an independent mission. Our launcher goes from the hide area to the designated firing location grid, fires and then moves to another hide area. There are units that park a launcher on the firing point and rotate crews through to fire three of the six rockets on board in ripple fire. Both ripple fire units and us use about the same amount of ammunition.

(22)

**Post 2 Section**

11. Training time in the field is dominated by fire missions, these have been known to last all night. Crews are too fatigued (if you get some lax time) to do much else the next day after on of these exercises.

(29)

2. Most field training is eaten up with fire missions. There is little time for other skill/task training.

(29)

20. 'How often do you train Hasty Decon?' Almost every field problem. But the realism isn't there.

(33)

**Post 3 Battery**

NTC was helpful in that it took us out in a very combat oriented scenario where we didn't have the restrictions and the constraints that we have at XXXXX which has a small box. We could shoot, move, and communicate and in that way I could evaluate them more effectively. Each platoon should be able to go to the NTC within a year.

(44)

XXXXX Do you have battle drills? Yes, at each level. They are locally developed. Also METLs from battery to section. Each platoon. Divarty has after-action reports 89-13, but the Section Chiefs have their own records as well.

(45)

**Post 3 Platoon**

7A. Section critical tasks -- Nuclear training is a problem because we don't train as a battery.

(46)

7B. Methods to conduct section training? Cross training on the SPL as opportunities become available. Because we're on low priority for use of land we only train NBC once a year. Only when we're training for NTC.

(46)

4A. Plans to train platoon to bring up to speed? NBC is 50/50. Individual NBC is OK but if the platoon goes to the field, -- NO GO. We don't train NBC as a platoon. Basically, we'll use the CTT, but the battery doesn't have an NBC training plan.

(47)

**Post 4 DIVARTY/Battalion**

2. 'Do they work with leggers (infantry) at all?' No, they are viewed as a DIV. general support asset. Doctrinally when we train they are always under our control. We may apportion part of them out to another arty. unit based on what ever the tactical situation is but they remain under control of arty.

(59)

**Post 4 Battery**

2.A How do you train up on tasks that you are weak in? We're weak in perimeter defense capability so we would need to train to go to a fighting position. That's difficult because there are no OPFOR in the field.

(61)

8.B Do you use Divarty resources when you train as a Battery? We use met data. Otherwise, we don't use Divarty because the never go to the field with us. Mets requests will probably get turned down because it cost dollars to fly a met.

(61)

**Post 4 Platoon**

4. Platoon Critical Tasks handouts: How train up to speed on weak tasks, like ECCM? We can alter the frequency of training, but we don't practice ECCM in the field as a general rule, No. It doesn't happen.

(63)

7. Section Critical Tasks handouts: How train up on weak tasks like recon? We have them do it repeatedly, but it takes planning to get the platoon to specify grid points.

(63)

4. How train up on weak tasks? We need jamming exercises for ECCM and we need Division Chemical to run us through their procedures. We have NBC round-robins every two weeks or so.

(71)

**Post 4                      Section**

6. How often train as part of battery training? Only when we go to the field but it's all fire mission training. Battery training is too focused on fire mission training which defeats the purpose of training as a battery. We rarely have after-action reports so there is no feedback to the soldier.

(70)

6.B Is the time you spend training with the battery valuable? Pretty much, but there are things we need to work on besides fire missions. So we don't take full advantage of battery training time. We need to work on things like NBC, to make training more realistic. We don't actually do a reload between fire missions. We only do a "panel reload."

(73)

5.A Are you able to take advantage of training time with the platoon? Not really. We only do fire missions. We need to work on other things. Sometimes we waste whole hours.

(74)

4.B How valuable is time spent training with the platoon as compared to training as a section? It's about the same. There's nothing we can do with the platoon that we can't do with the section.

(76)

5.A Are you able to take advantage of the training time with the battery? No. They have their own agenda.

(76)

5.B How valuable is time spent training with the battery as compared with the section? None. I can impose the same demands on my section as the battery does.

(76)

XXXXX Are there tasks that you can train on with the battery that you can't train on with the section? No. And it doesn't diminish the quality of the training.

(76)

XXXXX Are there tasks you can train on with the battery that you can't train on as a platoon? No. Not really.

(77)

**Post 5                      Platoon**

4. How train up on weak platoon tasks? With Plan/execute survey operations we start with a walk-through and go over it step-by-step. Then we do a hands-on -- we would put it on the training schedule. If land is a requirement we have to put it on the training schedule. We need a chance to do these exercises more frequently but they're expensive.

(84)

7.A What are your plans to train up on weak section tasks? With NBC there is no easy answer. Training is not stressed at command levels. It's not made a priority. There is no emphasis on it.

(84)

10. How do you schedule individual training along with platoon and section training? We decide what we want to concentrate on. We try to relate individual tasks to platoon and section levels but some individual tasks are stand alones. More often than not we train NBC in the field with the platoon because we're set up better to do that.

(92)

#### Post 5 Section

5.B What tasks can you train with the Platoon that you can't train as a Section? REceiving fire missions and other command information tasks.

(85)

6.A Able to take advantage of that time with the Battery. We try. We do a lot of fire missions.

(85)

6.B Any tasks that you train with the Battery that you can't train with the Platoon or the Section? Hasty decon requires the Battery if you're to get the full effect.

(85)

5.B Are there tasks that you can train on with the platoon that you can't train on with the section? Yes, getting fire missions and communications gooling. Most of the time we get it from the Battery. Commo easily goes down and we have to fooling with it.

(86)

6.B Any tasks that you train with the Battery that you can't train with the Section or the Platoon? Maybe NBC -- hasty decons are at the Battery level.

(86)

5.B What tasks do you train with the platoon that you can't train with the section? Fire missions, although there are a lot of mechnaical bugs with the commo equipment -- both digital and radio.

(87)

6.B Are there any tasks you train with the Battery that you can't train with the section or the platoon? No, but the Battery needs us to make a full spread.

(87)

5.B What tasks can you train with the platoon that you can't train with the section? Receiving digital communications. You can always work up a technical fire mission yourself but you need a platoon to show how you request information; you need to show how requests are made and received.

(89)

6.A Could you take full advantage of the time with the Battery? We spend more time convoying than we do actually doing fire missions, reloads, and training.

(89)

6.B What tasks can you train with the Battery that you can't train as a Section or with the Platoon? The whole commo thing with the Battery. The rest of it you can do with the Platoon.

(89)

5.B What tasks can you train with the platoon that you can't train with the section? Convoy procedures. Otherwise, anything you can do as a platoon you can do as a section.

(90)

6.B What tasks can you train with the Battery that you can't train with the platoon or the section? Chemical decon where the chem unit is brought in.

(90)

5.B What tasks can you train with the platoon that you can't train on with the section? Communications and fire missions.

(91)

5.B What tasks can you train with the platoon that you can't train with the section? Besides "time on target", nothing really.

(93)

6.B What tasks do you train with the Battery that you can't train with the Section or the Platoon? Mass fire and "time on target." And chem support because it comes from the Battery. you can physically respond to a hasty decon.

(93)

2. What individual training do you do along with section collective task training? Calibration runs and firing missions. We just play with it.

(94)

5.B What tasks can you train with the platoon that you can't train with the section? Firing missions. We fired 6 rockets, had a crew change and fired another six, then we took over again and fired three more. The SPL has been down for three weeks. The final drive went out and then we were cannibalized. Maintenance is a real problem around here. Last time we fired only three SPLs fired out of nine. One SPL went to the firing point three times. Other things you might do as a platoon are Recon and maybe convoys and tactics. There's not much difference really because the SPL operates as a separate entity.

(94)

6. How often does your section train as part of battery training? During the Battery FTX and during live fires.

(94)

6.B What tasks can you train only with the battery? Live fire is strictly Battery. But there just isn't much that has to be Battery level training. We get the same thing over our radio and we do the same fire missions. NBC was a platoon level activity and we can still train on things at the section level. Although we might be a bit less effective for something like an NBC attack. The Battery is too wide spread to permit good evaluation. As far as the SPL is concerned there is no real difference between battery and platoon level training.

(94)

5.B What tasks can you train with the platoon that you can't train with the section? Digital fire missions and working with the BCS.

(95)

1.A How train up on respond to a nuclear attack? I don't know how we'd go about doing that. We've never had it on a training schedule. We've been in MOPP-4 but never trained on the whole routine. It would have to be put on an FTX in order to do all the things we would need to know. We'd have to ask the Platoon Sgt. to get it started or even make it part of the ARTEP. We don't go to training meetings, -- only the Platoon Sgt. does that. Generally the training meeting just covers things coming down. It doesn't handle requests coming up. It includes taskings, details, goals for the quarter. A review of what's been covered. On the last FTX we had a lot of dead time. A lot of sitting around. A 3-day field problem doesn't really cover much. A

(98)

#### D. New Soldier Training

Post 2 Platoon

9. 'What about those tasks that you have doubts on (NBC-ECCM), is it because you don't get a chance to train, or because they're not important, or they're not up on the top?' We do our ECCM training in the motorpool, but there is no one actually on the radio jamming so it's more of a I read you listen type training...not very realistic. 'How would you go about training up on it I mean NBC?' I think we do quite a bit of NBC training ourselves, some we're sending to school, but as far as in the field we never do operations in the field unless it's an ARTEP and we get evaluated on it. We don't do much training in the field, but individual training we do quite a bit.

(27)

Post 3 Section

XXXXX What three things would you change if you could? 1) I'd try to create a sense of urgency. 2) I'd provide access to a realistic training area. 3) I'd establish an active threat to motivate people.

(54)

Post 4 Platoon

XXXXX How do you compare training in Korea with training at Fort XXXXX? We don't train in CONUS like we're going to fight. Nobody knows what to do with MLRS. There's none higher than a Captain who knows how to use MLRS.

(63)

XXXXX Do you have lessons learned briefings? Not at myb level. Everything is so stuck on the 6-60. I have never seen MLRS train in a true battlefield situation.

(63)

Post 4 Section

4. Do you train with ammo on reload tasks? Not really. Ammo is a sorry job. The ammo guys don't really do much. We need greater realism in our training scenarios. We need to make it go to MOPP-4. We use live fire for dog/pony shows. The Platoon Leader must trust the chief's judgement.

(70)

Post 5 Battery

16. What aspect of training do you have the most trouble with? Trying to train realistically. There's a motivation problem here. And all the taskings that interrupt our training schedule.

(83)



## II. QUANTITATIVE DESCRIPTIONS OF UNIT CONDITIONS AFFECTING TRAINING, TRAINING MANAGEMENT, AND UNIT PERFORMANCE

Post 1                      Platoon

4. 'How would you train up on a task that needs work?' (Task was in the ECCM area) We don't train ECCM at the platoon or Bty. level, or Bn. level for that matter. (could not remember when they trained on ECCM). 'What do you train during the two days following a live fire?' A lot of NBC, movement and coordination, fire mission processing and reload operations. We can do this in the local training area.

(12)

7. 'How do you integrate say, individual training and platoon/section collective (task) training?' Here at XXXXX it's made easy for you. One day on a Wednesday which is dedicated to section drills, that whole day from 0730 until 1530 is section drill time. Tuesdays and Thursdays if you have no STRs, if you have no other requirements needed of you then you have your common task type training. XXXXX lot of cases we combine the common task training like 'Reload Operations in MOPP IV', and Decon. of the Vehicle in MOPP IV, and we combine those tasks. Training tends to be the same old thing every time we train (field or otherwise).

(12)

8. 'How do you handle individual task training?' New question!! 'How do you handle the transition of this new soldier 30-40 percent trained, who gives them the other 70-60 percent of training to get them trained up?' I don't put the new guy with an inexperienced crew, I'll put him with an experienced crew. Book training is good, but hands on training with an experienced crew is the best way to train the new guy as far as retaining the training. XXXXX 'How do you know that the Chief that you gave the new soldier to is in fact bringing that new soldier up to speed?' I evaluate the soldier one-on-one given a hands on situation, or give him (the new troop) a written test. XXXXX Chiefs also require the newby to get into the book (TMs/FMs) and research different situations.

(12)

Post 2                      Platoon

9. We might put something on the training schedule...individual or team tasks, but we never do situational training where we're presented with; this has happened, now react to it using the proper procedures. We never have put it all together. 'Could you do that on some of these trips to the field?' Yes there is plenty of time for it.

(27)

9. 'What about those tasks that you have doubts on (NBC-ECCM), is it because you don't get a chance to train, or because they're not important, or they're not up on the top?' We do our ECCM training in the motorpool, but there is no one actually on the radio jamming so it's more of a I read you listen type training...not very realistic. 'How would you go about training up on it I mean NBC?' I think we do quite a bit of NBC training ourselves, some we're sending to school, but as far as in the field we never do operations in the field unless it's an ARTEP and we get evaluated on it. We don't do much training in the field, but individual training we do quite a bit.

(27)

12. 'What do you find to be the most difficult aspect of your training jobs?' Keeping the training interesting and not running into a routine with it. When things look like everybody's had enough (of the routine MLRS type of training) maybe we'll throw a rucksack on and go for a rucksack march, or go out to a fitness course. On the last FTX we had the platoons attack each other. Little changes help take the edge off.

(32)

**Post 3                      DIVARTY/Battalion**

13. What might TRADOC provide to improve the efficiency of the Btys. training like training devices? I don't know, I have not seen any other than the ones at XXXXX where they train on the keyboards, but I've got them right here in my launchers. I really don't have any problem with the XXXXX, [6.2 but I do that with all my units]

(39)

20. (continued) Therefore, the brigade commander knows what's going to be going on, and we do the same thing....? cannon battalion. Land space management is a real challenge as you have more little (?) things that you ever knew that existed. "But you do have priority on land?" (Can't understand the initial part of the response which makes the balance of the answer meaningless)

(39)

**Post 3                      Battery**

XXXXX How much training do 13Ps need to maintain their proficiency? It must be specific and it must be intense. I can tell you that the 13P SQT scores were 20% higher than the average. Because of the training plan that we used. It was classroom instruction and they would take a practice test. Classroom instruction on Tue/Wed, get hands-on instruction on Thurs. and take a practice test on Friday. I emphasized practice tests, practice tests and my Section Chiefs made it happen. Each test was 45 - 50 questions long. Learning how to take the test is a big part of how well you score.

(44)

11. Training plans? There is no plan in position. The calendar is not a training plan.

(45)

XXXXX How long does it take to get a license here? Two weeks to get a learner's permit. With 16% turnover driving is a real problem. Availability of driver training is a key point. It can take months to get a license

(45)

**Post 4                      Battery**

16. What aspect of training do you have the most trouble with? Getting support from Divarty. We fight as a part of Divarty.

(61)

20.A How do you know what training newly assigned soldiers need? There is no way of knowing what he needs. We don't have diagnostics.

(61)

16. What aspect of training do you have the most trouble with? Battery reaction to higher HQ. 13M cross-training is a problem. And it is hard to evaluate fire mission processing.

(62)

**Post 4                      Section**

6. Is there some training that you can't do because you don't have the resources? No really. When the vehicle is down for maintenance we lose transportation capability which detracts from training.

(76)

**Post 5                      DIVARTY/Battalion**

19. What would you do differently if you could? I'd provide more firing room. They quickly learn the area. There's too much admin tasking like putting out road guards. They need practice in land navigation.

(81)

20. Any critical training problems we haven't touched on? Besides land and calibration there are no other major problems.

(81)

3. Is MLRS a particularly difficult unit to support? From my standpoint they're no different from anyone else. There are no particular problems.

(82)

**Post 5                      Battery**

16. What aspect of training do you have the most trouble with? Trying to train realistically. There's a motivation problem here. And all the taskings that interrupt our training schedule.

(83)

2.A How train up on Battery task weaknesses? We haven't practiced battery defense for a nuclear attack, but we would have the platoon Sgts bring their plans together. Other things have taken priorities. MLRS is not meant to be a defensive system. We need reaction teams. And emplacement is crucial.

(83)

3.A How train up on Platoon task weaknesses? ECCM could be handled with a field problem after classes with jamming support coming from other units. NBC needs MOPP-4 activity on an FTX live fire.

(83)

6.E Any diagnostics? MLRS diagnostics are coming up in September. We'll have written tests and hands-on. Certification is based on competition. They must calibrate. There are no diagnostic tests each quarter.

(83)

8.B Do you use Divarty resources? Division resources are difficult to get. The S-3 follows a scenario. Maintenance cut us short once; we lost a day. 4-5 launchers could fire but I called them in.

(83)

**Post 5                      Section**

1. How train up on hasty chem decon? The M-25 mask is a hindrance. It's not hooked up to the NBC system outside the cab. it's hell to breathe through. A real distractor.

(90)

## A. Stability

### Post 1 DIVARTY/Battalion

108 rockets per battery per year is enough ammunition. Would not request more and would not like to see less. Availability of land is a training constraint I report on my unit status report. I cannot deploy my battalion according to doctrinal distances because of this constraint at XXXXX. Land is a constraint to effective training at battalion level but is not at battery level. My small arms ammunition allocation is on an annual basis and does not account for turnover. I experience a 12% turnover every three months which translates into an ammunition shortfall. I deal with this shortfall by only qualifying during the day and familiarizing at night. Qualification ranges for crew served weapons are not available at XXXXX.

(01)

I experience a 12% turnover every three months. The turnover will get worse as the plans are to build the ATACM units in Europe out of the CONUS base. Because of the personnel turbulence with people changing jobs, we have not conducted a battalion nor battery ARTEPs.

(01)

6.1 The battalion's turnover rate is about 12% as reported on the unit status report. During the last 8-9 months, this turnover rate has not varied more than + or - 2%. A lot of troops go through the battalion to fill other MLRS units.

(02)

### Post 1 Battery

5. Platoons are unstable due to turnover. This creates a problem with maintaining a level of training within the battery. Battery has about a 50 percent annual turnover rate.

(05)

Good to do the safety certification quarterly because of turnover and turbulence with people coming and going. Turnover rate hurts. We get a lot of Pershing people. The attend the cadre course and upon graduation are assigned to us for about 12 months back to Germany.

(15)

### Post 1 Platoon

13M NCO and soldier turnover is a problem. Because of the turnover, we have repetitive battle drills, fire mission processing.

(06)

### Post 1 Section

(TRAINING DISTRACTORS QUESTIONNAIRES) It takes 4-5 months to train people adequately. If we are constantly rolling them over into other assignments then we are faced with the problem of having untrained crews constantly.

(14)

### Post 2 DIVARTY/Battalion

It could be during very busy times a training day might actually cost us \$4200. However, if you take a 12 month period, a training day cost us \$2800. We incorporate daily maintenance cost and slow period cost into surge days or field training days. Our turnover rate of 11-14% every three months impacts our small arms ammunition forecast. We will be firing 125-130% of our strength for qualification. Therefore, we include a turnover factor into our ammunition forecast.

(22)

Our turnover is 11-14% every three months, so I'm turning over a third of the battalion every 9 months. Taking a launcher crew of 3 and switching out one per year and still have 2 experienced in the launcher is not a problem. We experienced a high 13M NCO turnover because they all arrived here about the same time when we were fielded. We had a lot of ES section chiefs so the impact would be that we had less experienced primary trainers. Our turnover rate is highest during the summer.

(22)

2. 'Is there a lot of shifting around in the batteries or between the batteries that could be an interruption to training?' Can't tell what is done in the batteries. Batteries place people in positions where they are needed.

(23)

3. 'Is that internal shifting around a constant thing or seasonal?' Soldier level E-1 through E-4 they can shift around because they are working in their MOS, but NCOs would not move unless there was a shortage in another battery. This would be done by the Bn. SgtMaj or the Col. Try to maintain unit integrity.

(23)

**Post 2 Battery**

17. 'Do you keep track of turnover/turbulence?' You have to get that from the S-1. I have my C-27 report that tells you when the soldier came on active duty, when he was assigned here, but it does not say when he is a projected loss. The average is 12 to 24 months, of late since the ATACMS fielding 12 months and some are less than that. The ones that have been here since the Bty. formed are leaving very fast. Sr. NCOs, Sec.Chfs., and some of the Sr. Specialists. 'Do the rates vary by season, or much more by other activities that take them away? Well, it's season now. The normal rotation cycle begins December and the actual rotation is the beginning of summer, that's just from my own experience. So, December and early summer is the rotation from CONUS to OCONUS.

(26)

18. 'Are there turnover problems with any of the low density MOSs?' Believe it or not, it's not. Initially I thought it was, but for some reason we got people coming in left and right. We are slightly above 100 percent but it's based on projected losses. We have a total of 125 soldiers, authorized 124.

(26)

**Post 2 Section**

2. 'How about retention of soldiers?' We're not getting any new comers to stay in. What it is, is the college benefit program. A guy comes in does his 2 years and gets out to go to school. It's a good program for the recruiters, but it hurts retention inside. 'What do you do to get around it (the retention problem)?' Prefer 2 man SPLL, more room. Have problems with some maint. tasks like putting on a track. It's impossible with a 2 man crew. 'What do you do, call on a near by section for help?' Some times yes.

(33)

**Post 3                    DIVARTY/Battalion**

Personnel turnover for XXXXX for this month is reported at 16%. That's 15 Feb - 15 Mar. It's tended to be over 10% for the last couple months. Not counting your fills. This is just people who go away. It's caused by levies to Germany and Korea. It's not just MLRS, -- the cannon batteries are also experiencing that.

(40)

2. Keep track of MLRS turnovers? 2A. Through the USR which you can get from the S-3. It reflects strictly 13 Ms and 13 Ps.

(40)

2C. Pretty high turnovers since I've been here. High is 5% or greater. We're high because we were shielded for REFORGER in '88. Last month turnovers started going down. We're paid back and in the spring we'll start getting our fair share again.

(40)

3. Track turbulence in the MLRS Battery? No. They do it for USR purposes only.

(40)

19. Looking at the 10-15% turnover rate, is there any way to break out those on levy to Germany vs. those that got out? The information that is passed to us is messed up. Their records aren't up-to-date when they're passed to us so our records can't be any better.

(43)

**Post 3                    Battery**

17. Do you formally track turnover and turbulence? I could keep track of that in my head, -- easy. The Battery I started with was not the Battery that I finished with. The only thing that pretty much remained stable were the Lts. They carried a great big ball.

(44)

That way we would always have some sort of a base corps of experienced platoon leaders/sgts/section chiefs to offset the effects of turnover if we sent them to NTC every year.

(44)

17. Do you formally track turnover/turbulence? There are no written records.

(45)

XXXXX How long does it take to get a license here? Two weeks to get a learner's permit. With 16% turnover driving is a real problem. Availability of driver training is a key point. It can take months to get a license

(45)

**Post 3                    Platoon**

We need platoon training in the field. Turnovers mean new teams to be trained and you can only do so much in the motor pool.

(46)

**Post 3                    Section**

1.A How train on weak tasks? Since I've been on this launcher I've had a big turnover. I teach and evaluate them as best I can. I teach them about maintenance and I teach them about good operations. I take them step-by-step. I give them hands-on type of training. Usually it's on a day-by-day thing, -- an every day thing. You have to make time and our time is well controlled.

(54)

3. Do you cross-train in your section. . .? It's real hard for that to happen, because we don't go to the field enough. We have a big turnover. People are gone before they've learned their job. And they have to know their own job before you can start to teach them how to do somebody else's job.

(54)

**Post 4 DIVARTY/Battalion**

4. Like NTC is supposed to be an evaluation of your training not the goal of your training, but the same time, when you have 10-12 percent turbulence per month you've got to focus some of your training to make sure that you're not taking somebody out there that never seen a particular machine or met the other members of the crew for the first time it's dangerous(?). So you do have to do some building of training familiarization and standardization prior to going out. [1.8 'What kind of time would be devoted to that sort of preparatory evolution?' Probably several months, but that's not every day for several months.]

(57)

9. 'As far as the MLRS Bty. goes, are you getting the kind of soldiers from the school that you need? If not what do you need that you aren't getting?' I think we get the quality soldiers for the most part, I mean you get a 'bent round' once in a while, but that's normal any place. [6.1 I think the biggest is turbulence and the turn around of 13Ms is something fierce, much more so than 13Bs, at least that's been my impression, and it's critical for NCOs. You're looking at a where an NCO is pretty much to some degree, an independent operator much more so than anything else artillery does, and we've gone through one iteration where the turn over for 1SGTs. was about 3 in a 6 month period just because they keep popping up on orders. That's probably the biggest problem right now.]

(57)

9. I don't have the problems I hear other people talk about, I don't have ammunition problems, the amount of ammunition is appropriate, I'm comfortable with it, it gives them a ability to sustain a level of training by firing once a quarter and giving everybody a reasonable chance to fire a few rounds. We don't have range problems as we got approval for overhead fire so I've got about 10 launch points and the ability to create more if I want them, if I can find some way of getting rid of trees, [6.1 the only thing that keeps coming back to me is this thing with turbulence of NCOs and the fact that we have to watch maintenance like a hawk.]

(57)

e2. 'Do you formally keep track of turnover in the MLRS Bty.?' Not really, unless something identifies itself as a problem. Enlisted assignments are made straight from the G-1 Strength Management side of the house directly to the Bty. based on MOS and various strength figures. MLRS specific MOSs there is nothing to look at it's automatic. BC will call me and tell me he's having problems with this MOS or that MOS at that point we'll look at it and then we can get on the phone to Div. so that they can focus in on it. We had one problem with the 13Ms, they were getting short notice levies to go to Sill to school and to Europe. Right now, these numbers are about 3 weeks old now, [6.2 but the 13Ms are at 94 percent. We're short one E-7 and one E-5 and there short 13 E-1 - E-4s.]

(58)

2. 'How often is the personnel data updated?' About every two weeks. 'Can you tie MLRS turnover to seasonal events?' I haven't noticed anything like that.

(58)

3. 'Do you formally keep track of turbulence in the MLRS Bty.?' No, Bty. might track this but not sure. The nature of my job is totally reactionary. 'Can you tell us how far you do track MLRS troops?' I don't look at them any differently than I do anybody else. If the commander ask me to look at something then I would react to that. Really, the only problems we've had is the short levy situation with the MLRS MOSs. We track the officer side to make sure these people get to the cadre course and that the MLRS trained officers get to the Bty. 'How far do you track the assignments to the MLRS Bty. as S-1, beyond initial assignments to the Bty.?' Don't make any other assignments other than to the Bty.

(58)

**Post 4 Battery**

17. Do you formally keep track of turnover and turbulence? We track turnover every month but I can't give you a copy because it's confidential.

(61)

17.C Do turnover rates vary by season? We had a lot of 13M turnovers in October and again in the spring. There's considerable confusion because they're maintenance trainers.

(61)

17.D Any turnover problems with low-density MOSs? The PAC NCOa; we've had three in four months so that is a problem.

(61)

18. So you have SOPs on manning and replacement? No. That's handled by the 1st Sgt. It's not an SOP.

(61)

**Post 4 Platoon**

XXXXX Will you have full crews for ARTEP? No. Turnover has been stable but now they're pulling guys on short notice for TACMS.

(67)



5. How know how well sections can perform tasks? We follow the job book tasks -- either GO or NO-GO -- and train up accordingly. The readiness rationale says that all must have firing experience. The turnover is too great to be accommodated with 108 rockets. Section certification is the only real check. We had three live fires all last year. Dog/Pony shows takes from the 108 rockets.

(71)

**Post 4                      Section**

7. Is there some training you can't do because of resources? Time is a resource and we don't have enough time to train on all the tasks. We get a C-4 ED demo once a year which is not often enough to cover everyone because of turnovers and turbulence.

(70)

9. Training distractors: Low participation is a problem. The reasons are that people getting hurt are in therapy. They hurt their backs when we hit bumps. Or else they are playing sick. It's people on leave and sick. On top of that, the FTXs are too short.

(77)

XXXXX Do you feel the ammo section is a revolving door? We'll get more turbulence. They keep moving our good people into SPLs

(77)

**Post 5                      DIVARTY/Battalion**

3. Do you formally keep track of turbulence in the NLRs Battery? I monitor it but I don't keep a record of it. I would have to call the Battery.

(80)

**Post 5                      Battery**

17.A How do you keep track of monthly turnover? The USR gives a monthly turnover rate which is now at 14%.

(83)

17.C Do turnover rates vary by season and MOS? I don't know about seasons, but 13M turnover is pure TACMS related.

(83)

17.D Any turnover problems with low-density MOSs? 76C, 76Y and 77F sometimes. POL Supply/Management -- 75 we just got filled. We try to cover gaps with cross-training.

(83)

17.E Are present turnover rates representative? I think they're a bit high right now. They're related to TACMS.

(83)

**Post 5                      Platoon**

XXXXX What about turnover? It's OK so far but it will get real bad very soon. There are some big levy cuts coming up. We'll have an entire platoon change by the end of the fiscal year. We can put a new platoon in shape in two months by working through the ARTEP task by task. It's not exactly a battle drill, -- but it's close.

(88)

6. Do you keep records on your sections' proficiencies by task? As the Platoon Sgt. i keep a card on each soldier with his scores on the SQT. I monitor his job proficiency. There is considerable variance maong personnel. We'd like to have unit stability but it is virtually non-existent. Tasking leads to split sections which weakens training and gets in the way of crew cohesiveness.

(92)

**Post 5                      Section**

8. What are the hardest tasks to train at the section level?  
Reloads. News people forces you to do repeat training.

(86)

10. Training distractors: Low fill because it very much affects your ability to train. Also, we don't get enough rockets. I would like to see more live fires because it adds realism. A SPL should fire a 6-pack every quarter. The system should be taxed to its limit. And you could rotate more people through it. If we had a stabilized crew 12 rockets per year would be enough We need to keep 13Ms in the SPL and run the trucks and trailers like a transportation company with 88Ms. With crew stability you could get by with three rounds per yera if it was a highly competent crew.

(94)

## B. Personnel Fill

### Post 1 DIVARTY/Battalion

I have been forced to position some 13M soldiers into vacancies existing in some of our low density MOS(s). We have been getting some pershing people who attend the cadre course and then assigned here as a 13M

(01)

The battalion is maintained at over 100% strength in our war fighting MOS(s) of 13M and 13P. We do have shortages in some low density MOS(s) such as wheel vehicle and generator mechanics plus FLL and admin clerks.

(01)

6.2 We have shortfalls in low density MOS(s) and with lieutenants. This can impact training as with mechanics when you don't have enough of them to fix all the vehicles.

(02)

Short 63 series MOSs e.g., has one E-7 authorized four. Never have had an E-8. Short maintainers, went to the field on the last FTX (last week) went to the field with 24 launchers, when they came out of the field on Thursday afternoon they have five operational launchers in the battalion. By Thursday night they had 14 up, on Friday afternoon they had 16 back up. On Monday afternoon, 22 launchers were back up. The problem was not making the repairs, but having the right person to tell us what was wrong with the things (MOS wise). Another personnel problem is the 54Ds, they have one 54D to oversee the battalion's 27 generators. There should be one per battery.

(03)

4. Generator repair personnel (54Deltas) are short. We are authorized four, one per battery, and we have two.

(04)

5. 76Charlies I have half of what I'm supposed to have, 63Ts we're full, Bravos we're a few short. 6.3 - Some of it has a lot to do with the rank structure, you could have a slot for an E-5 and not have an E-5, filling it with an E-4P.

(04)

### Post 1 Battery

6. Short three fire platoon leaders. Flt.Sgts. need a lot of support because they are trying to be one man shows and Bty HQ has to do a bit extra to help them out.

(05)

### Post 1 Section

In my ammunition section, I have six HEMTTS, one staff sergeant, one sergeant, and 8-9 specialist fourth class and below.

(10)

### Post 2 DIVARTY/Battalion

Our battalion has a 454 manning level.

(22)

4. 'Do new soldiers comming in to Bn. how far do you track these guys?' S-1 assigns troops to the batteries and the batteries assign from there.

(23)

5. 'What about MOS short falls?' 13M30s auth. 36 have 20 on hand (Dec. 89) in Aug. 89 auth. 36 had 33 assigned, but, we were showing 14 losses in the next 90 days. E-5 Ps are carried as an E-6 position at DA. E-5 13 M20s we are authorized 45 we have 28. E-5Ps or E-5 not on the promotion list will fill E-6 slots e.g., Chief of Section. There are plenty of NCOs available, we just don't have them. We do not have to compete for 13Ms, they all come here when they come in.

(23)

6. 'Has grade short falls to grade authorization been a problem?' Yes more so over the past 6 months.

(23)

7. 'What about the impact of this regarding the performance of the battery?' The quality of the soldiers helps, but the shortage hurts. What is hurting now is mechanics and other low density MOSs. We can adjust in the high density MOSs.

(23)

8. 'What do you do when you have a lot of vehicles down and don't have the people to get them up and running?' It would never get that bad. We send in monthly reports to DA, once we start raising red flags based upon projections (months in advance (90 to 180 days out) we will see some filtering down of new people. Can't say for sure how long this process takes.

(23)

We are short 13M NCO(s). Many of the 13M20 and 13M30(s) came out on levy to start a new battalion in Europe. We are in good shape on lieutenants and 13M10(s).

(24)

#### Post 2 Battery

18. 'Are there turnover problems with any of the low density MOSs?' Believe it or not, it's not. Initially I thought it was, but for some reason we got people coming in left and right. We are slightly above 100 percent but it's based on projected losses. We have a total of 125 soldiers, authorized 124.

(26)

19. 'Do you have SOP on manning and replacement to say for instance where a new soldier goes?' It is not a written SOP,... now it isn't that way because I don't have any slots, I have a new guy that's coming in and I have one slot open he goes there. With 13M makes it easy because he can go anywhere, still.... I have three in the supply room so we're pretty fat and I'm quite happy with that, at the moment we are.

(26)

1. 'How do you keep track of how well the battery, platoon, and sections are trained?' New command, 'we're at ground zero' plan to use the ARTEP standards to gage progress of training at all levels within the battery. Previous SQT results were poor (possible lack of ARTEP manual) HEMAT tasks poor because we don't have any, well we have two but they are being turned in.

(35)

15. 'Do you have any Battery records on turnover/turbulence?' We have a 113 soldiers out of an authorized 114, so we're full up. 'Has turnover or turbulence been a problem?' The only problem is the soldiers being levied to go to Europe or Korea and no one coming back.

(35)

Post 2                      Platoon

15. '1st Plt. how many 2 man crews?' None, we're fat. '2nd Plt. how many 2 man crews?' Right now everyone of them has two. '3rd Plt. how many 2 man crews?' One 2 man crew.

(27)

17. 'Do you cross train within your sections so the driver knows the gunners job?' Yes. Especially with 2 man crews. Usually the gunner is the one that's missing so the driver and Sec. Chf. acts as gunners.

(27)

1. MTO&E is not structured right. Short of personnel. Sgts acting as Chfs. of Sections, SSgts as Plt. Sgt, mostly 2 man crews. New people have to take vehicles to the field if they are up. Most people (leaders) wear more than one hat (collateral duties).

(36)

Post 2                      Section

16. 'Are there any other things that you would like to talk about?'.... 'Do you see two man crews as a problem?' In this system a two man crew is better than a three man crew. The only thing the Gunner does is learn how to do the Chfs. job. Various gripes about cramped conditions in the launcher.

(28)

1. 'Is everybody in a two man crew?' We had a three man crew until recently, we have a shortage of personnel here at XXXXX. The ammo. platoons are so short that they can't do the missions. 'How bad are the shortages in ammo?' About 6 trucks out of 18 can go to the field. I used to be an Ammo. Chf. and I'd never take more than 2 trucks out of 6. The complete battery is short as far as mechanics, gunners, and drivers. We are about 65 percent...??? 'Where is all your people?' Don't know. That's never changed, the people shortage has never changed since the battery was formed. [6.1 We get new guys in, but with the ones leaving so it's not helping.]

(33)

8. 'Do you train with the Ammo. people on reload tasks when you go to the field?' [6.2 If they have the man power to sustain the task. Not off the trucks, off the ground.]

(33)

Post 3                      DIVARTY/Battalion

We're 100% 63Ts for MLRS.

(40)

3C. Low density MOS problems are not peculiar to MLRS. It's common throughout XXXXX.

(40)

5. Any low-density MOS shortfalls? Other than the 76Y, XXXXX has not really had a problem that I'm aware of.

(40)

XXXXX How well is Battery strength maintained? The trend has been from 85% to the present 97% for assigned and available MOS. Senior grades have been a problem. It was less than 80% in January; it's currently 85%.

(40)

6. Is the MLRS Battery maintained at full strength? Almost. Generally around 100%

(43)

Post 3 Battery

XXXXX Where are you hurting the most? We're short five E-5s in maintenance. In combat support MOS the 63 series -- 94Bs

(45)

Post 3 Platoon

4A. Plans to train platoon to bring up to speed? Its very difficult because of the maintenance problems. We had one launcher down for four months. Parts are not available for new modifications. Maintenance reports on failures are not filed in time to reflect on the targeted 90% readiness. Maintenance records are fudged to protect the record. Real world failures are not documented to protect the readiness report. This bears directly on training because of operational capabilities.

(46)

Post 3 Section

XXXXX If the balloon went up tomorrow, how long would it take you to respond? Probably two weeks, and maybe there would be one crew ready out of nine, and that would be a 2-man crew.

(50)

Post 4 DIVARTY/Battalion

e2. 'Do you formally keep track of turnover in the MLRS Bty.?' Not really, unless something identifies itself as a problem. Enlisted assignments are made straight from the G-1 Strength Management side of the house directly to the Bty. based on MOS and various strength figures. MLRS specific MOSs there is nothing to look at it's automatic. BC will call me and tell me he's having problems with this MOS or that MOS at that point we'll look at it and then we can get on the phone to Div. so that they can focus in on it. We had one problem with the 13Ms, they were getting short notice levies to go to Sill to school and to Europe. Right now, these numbers are about 3 weeks old now, [6.2 but the 13Ms are at 94 percent. We're short one E-7 and one E-5 and there short 13 E-1 - E-4s.]

(58)

4. 'Have there been any MOSs with critical shortfalls in fill in the last 12-18 months? What impact has this had on the performance of the MLRS Bty?' We're at 200 percent strength of 82Cs, 13Ps I haven't seen a shortage, they're at 118 percent as of the end of April. As far as impact on performance I would have no idea unless someone told me.

(58)

6. 'What means do you use to help compensate for shortages in low-density MOSs, or mismatches of actual authorized grades, e.g., E-4 in an E-5 position?' I try to maintain a balance across the batteries within DIVARY. We do not like to move a soldier once he's reported in from the replacement detachment, if we have to divert someone we like to do it as early as possible.

(58)

10. Ammunition is always available, but do I think is enough, No. Comm. is a critical issue. DIVARTY is running at about 65 percent of its authorized TO&E. Shortage not tied to budgetary problems but thinks it is a supply and demand issue, there just aren't enough radios around. Night vision devices are just a DIV shortage.

(59)

Post 4                      Platoon

XXXXX Will you have full crews for ARTEP? No. Turnover has been stable but now they're pulling guys on short notice for TACMS.

(67)

Post 4                      Section

2. What individual training do you do along with your section collective task training? We do a lot on the equipment itself. I have to submit it to my section chief. Then I'd use the job book which defines the standards and conditions. Then if I find a weakness I'd train to bring him up to standard.

(72)

10. Training distractors. The biggest problem I see is personnel strength. There are only two guys on my SPL and my driver is always pulling detail. That means I'm the only one on the SPL. I try to make my case when that happens and sometimes I get to keep him, but sometimes I lose so I'm a one-man crew.

(73)

9. Training distractors handout: Low fill is a problem; there are too few people assigned. ATACMS has been a problem and we understand that it's going to get worse. In ammo, nets are a mjr distractor. It's a waste of time because we know how to do it. It detracts from training on more important things. The biggest problem is commo. It's the equipment, -- not the people. It's the parts and the equipment. We need more parts on hand. It's money and paperwork. The antennae are vulnerable and the mirrors, lights, and windshields. They're all vulnerable to maneuvering in the trees. And the trailers will get people killed.

(78)

Post 5                      DIVARTY/Battalion

5. Have there been any MOSs with critical shortfalls? There are no critical shortages in MLRS.

(80)

XXXXX Have levies hit hard -- have they been unexpected? No, -- not that I'm aware of.

(80)

Post 5                      Battery

18. Do you have SOPs on manning and replacement that controls where a new soldier goes? We try to fill the firing platoons first. The launchers are first and ammo is second. The 1st Sgt and the Platoon Sgts run that.

(83)

**Post 5                      Platoon**

8. Do you cross-train within your sections? We do as a matter of necessity because ATACMS is killing our Battery strength. 97% strength might mean the loss of three people. Yea, two people can run a SPL but all tasks can't be trained with only two in the SPL. We know thirty days in advance when someone is leaving but they're lost to us during that time with clearance activity. Ammo only has eight trucks they can put two people in. The rest of the trucks just sit there.

(84)

9. Do you cross-train with ammo? Yes. Ammo is a separate platoon. We cross-train with them because of a personnel shortage. We focus on the fundamentals.

(84)

4.A How train up on plan and coordinate platoon defense? That's a problem because of the lack of a full ammo section which means not enough bodies to man the defense posts.

(92)

5. How do you know how well your sections can perform their tasks? By observations in the field and in the motor pool.

(92)

6. Do you keep records on your section's proficiencies by task? No. I monitor the section chiefs' job books. I have only 25 of the authorized 40 people for the ammo platoon.

(96)

**Post 5                      Section**

10. Training distractors: Low fill. In the five months since you've been here you have never had a full SPL. So low participation in training happens often. I have two people in the SPL and when one gets pulled off there isn't much training that is going to happen on the SPL. How can I train somebody else when I'm doing all the work on the SPL myself? A shortage of tools in the S-8 toolbox is a problem.

(89)

XXXXX Anything you can suggest that we haven't touched on? Yes. The cadre course needs to be improved if an E-6 is to go straight to a SPL as a Chief. The same with ammo. Also, an ARTEP is a paper chase. two hours after we started the Colonel radioed that everybody was dead except for two SPLs so we started all over. It's not a fair evaluation of what a Battery can do. It's only so command can display apparent unit readiness and competency. We had only three days to train up for it. With the SQT there is only one way to do it and that is by the book. The SQT goes by the most recent manual change which I don't have. We resubmit the order but we still don't get it. You have to go by change numbers.

(93)



10. Training distractors: Low fill because it very much affects your ability to train. Also, we don't get enough rockets. I would like to see more live fires because it adds realism. A SPL should fire a 6-pack every quarter. The system should be taxed to its limit. And you could rotate more people through it. If we had a stabilized crew 12 rockets per year would be enough. We need to keep 13Ms in the SPL and run the trucks and trailers like a transportation company with 88Ms. With crew stability you could get by with three rounds per yera if it was a highly competent crew.

(94)

10. Training distractors: Low fill, -- low participation, -- details, -- tasking. It's all related. It hits the E-4s and below and yhou're stuck with NCOs. When we get hit with tasking we cancel training and fo maintenance on the SPLs or we go to the billets and clean our rooms. In a month's time it happens about 10 out of every 24 working days. And lost time is lost time. There is not makeup schedule. The only real time to work as a team is on Thursday morning. If a taining exercise is lost we can schedule it again in about another four weeks. But 85% of Thursday training time is secure. Tasking never interrupts an FTX but we may only go with a few SPLs. We only took three out of nine to the last FTX.

(95)

9. Training distractors: Low fill is always a problem. A serious shortage can lead to the shutdown of a section. Tasking seriously interferes with training schedules. We can't plan and expect to have it followed. It happens all the time. More field time would get you around the tasking priorities. And equipment and personnel assignments don't match up.

(98)

## C. Job/MOB/Grade Match

### Post 1 DIVARTY/Battalion

6.3 It is not necessary for all the rank in the launcher sections. We have gotten by with E4(s) as gunners if the individuals are quality soldiers. Quality rather than maturity makes the difference. You need a responsible person rather than a more mature soldier from the grade structure to maintain the launcher and computer.

(02)

### Post 1 Platoon

Time available for quality training is during Sergeant's time on Wednesdays and FTXs. These FTXs should be for three days once a month versus three days once per quarter at the Btry level.

(06)

### Post 1 Section

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? If we send these guys down the road and they disappear we don't know if they were ambushed or destroyed and we still need the ammo so we say, 'O.K., you go too,' and we send them down the road and pretty soon we've wiped out the whole shootin' match. It doesn't take much to take one of these trucks out. Small arms fire can do it by knocking out the tires. So we don't want our guys to go too far out.

(14)

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? Yes, and we'll generally have an E-5 in a truck convoy. (6.5.1 One of the problems is the VRC64 radios inside those trucks and when then get 5-6 miles down the road we've lost them. We can't pick up the phone and say, 'where are you?') If they disappear we have no idea where they went. We lost an NCO that way. He got stuck in a low water crossing. He had decided to take an alternate route home instead of the one he went out on. He disappeared and we lost him for two and a half days. We finally found him when another unit came on the radio and said, 'Hey, we saw one of your trucks stuck in a low water crossing.' He didn't want to leave his equipment. That's a problem with training for a wartime environment.

(14)

5. Sections generally train independently of the rest of the platoon.

(17)

### Post 2 Battery

13. 'How often do you train as a Bty.?' [1.3As a complete Bty. only when we go out on FTXs. The reason being is resources are not available, to time consuming to put in a day event where you can train the entire Bty. in one day, so FTXs is about the only time I can get everybody at the start line and go.] [1.8Any other time it's more independent operations by Plts., that's the way we would fight anyway. There is always some priority maintenance on a launcher or something you have to get a launcher up, so you have a few individuals that won't benefit from the training that day because they're turning wrenches all day.]

(26)

14. 'How often do you get out to the field as a Bty.?' Normally we try to get out once a month. Generally a 5 day average. [1.8Every time we deploy it's a Plt. operation. I refuse to let the Bty. go out in a long line.]

(26)

4. Within a given quarter two thirds of training is Bty. level training. It's been within the last 8-9 months that we have trained as a Bn. as a whole. Average a week out of each month in the field or three weeks out of a 90 day period.

(31)

13. 'What about section level training, how often do you do that?' The section chief are supposed to conduct the training. Under ideal conditions we have Tuesdays and Thursdays to train. Where we have hurt ourselves is in training the trainer. I can guarantee you that in this battery as well the other Bns. we do a very poor job of training the trainers, if they don't get it on their own they don't get it. We're always short on time!! You don't need a lot of stuff to do good training like bullets, vehicles, etc. you can use a sand table or whatever but if you don't have time to organize and get your troops together and teach them....

(35)

7. 'How often do you train as a Battery?' do not get to train as a Battery much because of the method in which MLRS is used. Also have many non training type commitments (e.g., details, maint. etc) that keeps things tied up.

(35)

Post 2                      Platoon

2. 'What's happened since then, since Jan. Feb. 89?' How often do you get out in the field?' Average about twice a month, for 3-4 days. 'Do you train as an element of Corps Arty?' We train as a Bn.

(27)

9. The problem with our system is out in the field within the first few days half of our vehicles are down, so even if training is planned it's usually shot to hell because we have to bring out SPLs back up. And if the SPLs are up the Bty. starts jacking us around on our own time. We shoot, move, and communicate but the periphery gets ignored. In terms of Plt. time, take for example the last field exercise. We got out there we were told we would have two days to work on our own as a Plt. As you know good training takes planning and all of a sudden they started to send us movement orders....a bad flow of information situations started to change with out us having any control, and training ceased to exist at that point.

(27)

3. If it's a Bn. field exercise Bn. evaluates the Btys., but the Plt. Sgts. evaluate their sections.

(36)

Post 2                      Section

10. 'How often does your sections take part in Plt. training?' It's all section level. 'You don't go out as a Plt. with three sections at a time?' We go out in the field as a Plt., but all training is done at section level. If we're back here everything is section level. We get a lot more out of collective training when our Plt. is all together, everybody gets something out of it. A mass of people know more about something than just one (person). The point of all of this was that if more than one instructor (Sec. Chf.) taught classes they could support each others weaknesses.

(28)

11. 'How often then do you operate as a..., I mean when you go to the field, and you operate as a Plt. do you coordinate the sections?' Yes. 'So what you do is integrate your section... training takes part within the context of operating within the Plt?' That goes along with cross training, because a lot of the lower ranking guys don't know the little things such as why FDC sends us that, or how we're getting all this stuff, they just know their job. They don't understand like how FDC sends us fire missions, well how did they get those fire missions, how do they work in that FDC? 'Do you Sec. Chfs. pass that on to these guys?' The answer was that knowledge is not broad based.

(28)

11. For example, if a soldier (NCO) has been in Ammo., a SPLL, or Recon. for an extended period of time, he will know that job better than one of the other jobs within the Bty. (regarding the FDC operations cited above).

(28)

12. 'How often does your section train in the context of Bty. training when you go out to the field, do you go out as a Bty?' Yes, we move as a Plt. but we're under Bty. control. 'So when you train in the field as a section, you need at least a Bty. simulated (communications purposes)?' No, Plt. HQ can generate send fire missions to the sections, they (the Plt.) can operate the same as Bty.

(28)

10. Coordinated platoon training sound like it seldom done, more like section training.

(29)

12. Training as a Bty. is done, but the platoons and sections are disbursed once in the field so it does not appear to be Bty training.

(29)

3. Bty. size field exercises are the norm.

(29)

10. 'Do you ever train as an independent section out in the field?' There wouldn't be much sense in it because we couldn't get any fire missions, we could practice reloads but we can do that in the motor pool.

(33)

5. How often does your section train as part of Platoon training? Mostly during fire mission training, reloads, -- just basic operations. We almost never go to the field just as a section.

(37)

6. How often does your section train as part of Battery training? We might go out for a day at a time to do NBC training with the Battery, but most field problems are with the Platoon. There's no standard time set aside for just the section to train but when you're in the field there's a lot of time to work on your section tasks. When you're hot there's time to train on things but you're just waiting for a fire mission. When you're cool, like when you go to chow, you might have some time. Nobody is out there with you, just me and my driver and gunner so it's up to us to make use of our time to train.

(37)

Post 3 DIVARTY/Battalion

7. Any grade mismatches? I do know of E-4 gunners.

(40)

3D. Does the Battery train up for NTC? The Brigade that is going to NTC deploys to local training areas and they take command of all the training resources. We position MLRS platoons like we would on the battlefield. This training period is two weeks of maneuvering and fire missions. Probably the best time we have for Battery level collective training.

(41)

2. Have you seen any Pershing or Lance MOSs reclassified as 13 Ms? Yes, we have a few. If they are assigned to other units I don't know. Past MOSs don't show on the assignment sheets when they come in.

(43)

4. What about PAC staffing? Each unit is independent. They cough up their own people for PAC.

(43)

**Post 3 Battery**

10. How often conduct Section-level training? During Sgt's time on Thursday AM or as need dictates.

(44)

8. How often train as a Battery? Very little. I would say none.

(44)

9. How often conduct Platoon-level training? At least two days per week.

(44)

XXXXX. How do you train as a Battery? Reforger was the best exercise. We need NTC or White Sands. Reforger is a logistics tactical exercise. It was the only time we had to go out as a Battery and deploy.

(44)

NTC was helpful in that it took us out in a very combat oriented scenario where we didn't have the restrictions and the constraints that we have at XXXXX which has a small box. We could shoot, move, and communicate and in that way I could evaluate them more effectively. Each platoon should be able to go to the NTC within a year.

(44)

2A. How train to bring up to speed...? We don't go to the field as a battery so there is no field experience to provide for training as a unit. Future training will allow for BOC training.

(45)

3A. How train platoons to bring up to speed? By going to the field and doing it. We'll have one month prior to ARTEP.

(45)

9. Platoon level training? It's been better recently, but there is a land restriction. The Battalions and Brigades have priority on the land. We have access only for live fires.

(45)

**Post 3 Platoon**

7A. Section critical tasks -- Nuclear training is a problem because we don't train as a battery.

(46)

4A. Plans to train platoon to bring up to speed? NBC is 50/50. Individual NBC is OK but if the platoon goes to the field, -- NO GO. We don't train NBC as a platoon. Basically, we'll use the CTT, but the battery doesn't have an NBC training plan.

(47)

**Post 3                      Section**

5. Have you done any platoon level training. . .? We did some last week. On Tuesday we did some platoon level training and there was supposed to have been some on Thursday and Friday but I wasn't here then. But the Platoon is making strides to get the driver's licenses. We had driver's training yesterday.

(49)

5. How often does your section train as part of platoon training? Not very often. Only when we go to the field.

(51)

6. How often does your section train as part of battery training? Not in two years. In Germany all the time. A PMCS on simulator pods is hardly ever done.

(51)

**Post 4                      DIVARTY/Battalion**

5. 'What about grade shortfalls to grade authorizations, have they been a concern in the last 12-18 months? How has this impacted performance in the MLRS Bty?' I only know if someone raises a flag.

(58)

**Post 4                      Battery**

10. How/how often do you conduct Section-level training? Maybe more than platoon. A daily basis -- some sort of training. There is no one day devoted to the section but one day to low density MOS.

(61)

8. How often do you train as a Battery? Twice a month.

(61)

8.A How do you train as a Battery? We follow a plan - an Ops order - we deploy to a local area and recon from there.

(61)

9.A How often and how do you conduct Platoon-level training? One day twice a month, -- sometimes overnight.

(61)

9. How often do you have platoon level training? Once a month. We put it on the schedule every couple of months but it is haphazard.

(62)

**Post 4                      Platoon**

How do you schedule individual training along with platoon and section training? We try to coordinate time in the field to work on individual training. I have one hot, one cold, and one cool SPL in the field and the Section Chiefs try to hip-pocket individual training during the cold period.

(63)

**Post 4                      Section**

XXXXX Anything you can do with the platoon that you can't do with the section? Not really. It's just more realistic with the platoon.

(77)

**Post 5                      DIVARTY/Battalion**

6. Have grade shortfalls to grade authorizations been a problem? No. At least none that have caused a serious impact.

(80)

7. How do you compensate for shortages in low-density MOSs? We might use a 13M as a shuttle clerk or a 13M in the motor pool or as an armorer. Maybe an assistant mail clerk. We might move an E-4 to an E-5 slot but we wouldn't jump two slots.

(80)

**Post 5                      Battery**

1. How keep track of how well your Battery platoons and sections are trained? Team training and the last two days of an FTX are Battery tasks.

(83)

10. How often do you conduct section level training? All the time in the field. And training time on Thursday.

(83)

8. How often do you train as a Battery? Every quarter we do two weeks field training. Battery command maintenance is every Tuesday.

(83)

8.A How do you train as a Battery? We have goals and resources. We have objectives to achieve.

(83)

9. How often do you conduct platoon-level training? Every FTX, -- the whole day and part of the next. Platoon training goes on all the time, really.

(83)

#### **D. MLRS Experience/Expertise**

##### **Post 1 DIVARTY/Battalion**

Getting a lot of 13Ps "Lance guys" who have never been around MLRS and it's hard to get those guys to convert.

(03)

The Army as a whole does not understand the MLRS. Arty., unless you have artillery commanders that have been associated with the system before, don't understand MLRS. There is not a good database system for the people out there to understand the system. MLRS is not played intelligently or realistically in war games. Commanders have gotten to the point where they expect things of the system that it can't do. They don't understand what it takes to keep a Bn. (MLRS) in the field, particularly resupply

(03)

##### **Post 1 Battery**

Duty position experience ranged from 2 years for the battery commander to one month for his first sergeant. The operations officer had six months duty position experience. Total MLRS time ranged from 6 months to 3 years.

(15)

##### **Post 1 Platoon**

Duty position experience ranged from 18 to 36 months.

(06)

##### **Post 1 Section**

Duty position experience ranged from two to six months. MLRS experience from three to six years. Most had been in ammunition before present duty position assignment. Total length of service from four to nine years.

(07)

The AMMO section chiefs have been in their duty positions from 2 to 6 months. They have about three years experience in other MLRS positions. Before MLRS, they were in lance, field artillery and military police units.

(10)

1. (6.4.2. Pershing E-5 and E-6s) (6.1 come into the Bn./Bty. from Europe, attend a 6 week formal school then spend about 6 months in the Bn./Bty. then they recycle back to Europe and a Pershing unit.)

(18)

2. E-6 Pershing retrainees with 6 months of (rusty) time on the system will come aboard and bump a trained and experienced E-5 who is acting Section Chf.

(18)

##### **Post 2 Battery**

9. Cannon Arty. does not understand MLRS and they don't seem to have an intense desire to learn.

(35)

##### **Post 2 Section**

7. Troops performance is evaluated against Bn. and Bty. standards (time to perform a given task) based on ARTEP standards. (Best by test type evaluation). Bn./Bty. standards are lower than the Army wide standards.

(38)



**Post 3                      DIVARTY/Battalion**

8. What type of training guidance do you get from Division? Nobody at Division knows how to train MLRS so that falls on me between my 3 and Bry commanders.

(39)

11. What additional training support products do you need? MTEP manuals. Honestly, we don't get that involved in their training because of the level of our expertise. [6.5.1 It's interesting, though, that when we do a dry fire everything always works. When we put rockets on the pod at NTC and tell them to go to point A and fire it doesn't always work.]

(41)

9. What do you give to MLRS trainers -- what do they have to work with (from the Division)? The Divarty SOP and the XXXXX reg 250-1 on live fire. There is little published beyond that. There are a few in HQ who know MLRS.

(41)

XXXXX How comfortable is Divarty with MLRS? The Divarty CO is up to speed -- he understands the tactics but not how to make it happen. XXXXX is the Division name for CPXs.

(41)

**Post 3                      Battery**

XXXXX With respect to the composite platoon, do you have any evidence that it worked? Yes, the exams are down in the Battery training room. What we did was to take things out of the -10 for the carrier, things out of the -10 for the launcher, firing mission procedures, safety diagrams out of the 6-60 and we made about a 5-6 page test. It was challenging; when I took it it was challenging for me having never been a launcher.

(44)

**Post 3                      Section**

XXXXX Do you guys have ARTEPS? Yes. When we went to NTC -- and that supposedly was our evaluation --. On Fort XXXXX there isn't enough room to train. If Divarty would keep their nose out of our business we could get on with our training. Divarty doesn't know how we operate so they treat us as a detail battery.

(51)

People at XXXXX really aren't sure how MLRS works. And they have a problem with placing us and putting us where we're supposed to be. We were under XXXXX and then we'd be under Divarty. It went back and forth.

(52)

XXXXX What is the impact of deadline equipment/disabled equipment on training time? We still have a tube mentality. MLRS launchers are cannibalized to support other units. We don't really have a voice because our Captain has to compete with Colonels and Lt. Cols. We need training at higher levels on how to use MLRS.

(55)

**Post 4                      DIVARTY/Battalion**

9. It's the kind of Bty. that if you didn't have a real solid guy in there that you knew and have looked at for a while, you could get in yourself in trouble real fast because people like me that don't have the technical expertise in the system of maintenance to know what the hell is going on out there and you can get a snow job done on you real fast.

(57)

7. 'Does MLRS introduce any unique problems to managing training and evaluation?' It does to the extent that there's no built in expertise from which we can draw to give them a quality evaluation. We have to go outside the Div., XXXXX or XXXXX where there are MLRS units, and have those people come in and give us MLRS technical evaluations and assistance...that's expensive.

(59)

**Post 4                      Battery**

4. Who plans your training? It's driven from the bottom up. The platoon leaders and sgts should do it 4-5 weeks ahead. From Divarty guidance I tell the Plt. Ldrs. what is needed. But we get little Divarty guidance so I do it. It's hard to get our plans blessed by Divarty because we're not priority. It's like pulling teeth to get land to train in. Divarty doesn't understand what we need. They don't understand us.

(61)

**Post 4                      Platoon**

XXXXX How do you train? We try to train like we're going to fight. There's plenty of terrain at XXXXX, but somebody needs to rethink how to train. If the FDC gets knocked out TACFIRE doesn't know what to do with MLRS. Every major commander should know what an asset MLRS is. We do our own training plans, but we can't do effective training in the motor pool. You must move the equipment. Vibration on the move is a critical problem. We won't be an effective fighting force because we won't be trained. We'll be a hollow army. We must operate the equipment. There is no flexibility in training. Maintenance is not a Divarty problem, but it should be. The separate Battery gets left twisting in the wind because of the Battalion syndrome.

(63)

XXXXX How do you compare training in Korea with training at Fort XXXXX? We don't train in CONUS like we're going to fight. Nobody knows what to do with MLRS. There's none higher than a Captain who knows how to use MLRS.

(63)

1. What training guidance do you get from battery? There is very little guidance, -- very little. Commanders coming to the battery don't have any understanding of where ammo stands. Where the training stands. It's my job to brief him and that can only go so far. I've provided very extensive after-action reviews that were ignored. So is there guidance coming down? No.

(75)

**Post 4                      Section**

2. What individual training do you do along with section collective training? There's not a good opportunity for individual training collectively with the section. In the field we're on the go a lot. We do a lot of CTT training in garrison. We never fail section level tasks at ARTEP. The problem is with the new CO cycle. Every time we get a new CO he starts everything all over again which makes for too much retition.

(66)

**Post 5                      DIVARTY/Battalion**

13. What might TADOC do to help MLRS batteries train in the field and in garrison? They might help officers get more hands-on training and that includes the Battery CO. Maybe send them on to an expanded cadre course at XXXXX.

(79)

5. Do you train for ARTEPS? Yes. Training intensifies before those events. The Battery handles the preparations through their training schedule. We approve it but we don't generate it at this level. We're at about 70% in our understanding of how MLRS operates. We bring evaluators and my S-3 drives the scenario.

(79)

XXXXX Has there been any problem with officer assignments? No. We've never had a Lt who hasn't been in the cadre course.

(80)

11. What additional training support products do you need? Anything that could erase an administrative sort of shoot -- We need more realism. The Divarty people need help to better understand MLRS.

(81)

7. Does MLRS introduce any unique problems to training and training evaluation? It presents a problem in terms of ARTEP because there's not a lot of MLRS expertise.

(81)

**Post 5                      Section**

7. Any training you can't do because you don't have the resources? There is limited space down range which restricts maneuvering. Land is very limited and it's worse now because the National Forest Service has put areas off limits. The North area firing points now require special permission. Training safety restricts us. NTC three years ago was a lot more effective -- being able to pull up to a firing point and working a fire mission. But NTC scenarios were not keyed to MLRS and the Divarty CO didn't understand MLRS.

(85)

**E. Equipment (SPLL/HEMTT/HEMAT/radios) unavailability**

**Post 1                      DIVARTY/Battalion**

Comm. is always a problem when we go to the field. The 46 radios are old. It's not that the radio wasn't that good when it first came out, it hasn't gotten any better in the past 10-15 years.

(03)

**Post 2                      Section**

13. Carriers for the launchers are good, but the LLMs breakdown a lot.

(33)

11. 'What about some other things like self-help, classroom, or collective training, or how about simulators?' No soldier at Ft. XXXXX can drive a HEMTT and trailer. If we went into combat tomorrow and the soldier was told to load two Pods on the trailer he couldn't do it. All our trailers are being replaced with the newer model and we have not been using them.

(34)

**Post 3                      Platoon**

XXXXX When you went to NTC did you do both live fire and force on force? We intended to, but during the first attempt to fire we had a maintenance problem, -- the biggest problem we had out there was the 27M direct support people who did not have any (support parts) with them during force on force, so with three SPLs still down we just sat there.

(47)

XXXXX Why are most tasks trained in the motor pool? Because an FTX forces a crisis. If the operational readiness drops below 90% we can't move the LLM. i.e., protect the operational readiness rating.

(56)

**Post 3                      Section**

XXXXX What do you think is the single biggest problem that interferes with training? Details. That, and the maintenance of the equipment. We do maintenance, I'd say, 90% of the time. We have to in order just to keep them going. These SPLs are more or less held together by barbwire and bandaids.

(52)

**Post 4                      Section**

XXXXX What about NTC? We had maintenance problems but they didn't trust our data so I didn't fire at all. The SPLs were down because of a lack of parts. We took four launchers but by the end of the second day all four were down. There was only a skeleton crew for maintenance. NTC is not geared up for MLRS. Live firing provides effective crew training but once you've done it -- you've done it. You really need to shoot a 12-pack for war realism.

(70)

9. Training distractors handout: Low fill is a problem; there are too few people assigned. ATACMS has been a problem and we understand that it's going to get worse. In ammo, nets are a mior distrctor. It's a waste of time because we know how to do it. It detracts from training on more important things. The biggest problem is commo. It's the equipment, -- not the people. It's the parts and the equipment. We need more parts on hand. It's money and paperwork. The antennae are vulnerable and the mirrors, lights, and windshields. They're all vulnerable to maneuvering in the trees. And the trailers will get people killed.

(78)

**Post 5 Section**

5.B Are there tasks that you can train on with the platoon that you can't train on with the section? Yes, getting fire missions and communications gooling. Most of the time we get it from the Battery. Commo easily goes down and we have to fooling with it.

(86)

**1. Use in Displays, Demonstrations**

**2. Breakdown**

**Post 1 DIVARTY/Battalion**

LLM maintenance is a problem. The organizational maintenance is performed by 27 M(s) who do not belong to the battalion but are assigned to a maintenance company at XXXXX. A contact team accompanies us to the field. When the LLM goes non-operational, they have to isolate the problem and return to post for parts. This process can take hours and it hurts our crew training.

(01)

The whole issue of equipment realiability and launcher readiness is raised when you consider the following type problems we have experienced while on live fire exercises: A. The fire control panel blank out on you. B. The electrical system does not provide constant power yet the computer system on board requires a constant-even flow of power. C. The LLM shuts down because it stayed elevated too long and lost its power.

(01)

Will take the crew from a non-mission capable launcher and move them to one that is operational for "live fire" purposes. During the Oct to Dec time period, my operational readiness rate was down so had not done section level training. For unit status support purposes, I reflected this lack of section level training by increasing the number of training days I reported to become fully mission capable.

(01)

When I was a battery motor officer as an additional duty it was very demanding with all the equipment to keep operational. We had about a 10% deadline rate for the launchers. Parts was a problem. The launcher could be down a couple weeks awaiting parts. We had about a 5 - 6% deadline rate for our other vehicles.

(02)

Biggest problem with the SPLs are the "black boxes." We have the oldest launchers in the field (prototype equipment).

(03)

**Post 1                      Section**

The quality of launcher crew training during the two day FTX following the quarterly live fire depends if the launcher is operational. The percent of time a launcher is operational varies from launcher to launcher. One launcher was up about 10% of the time while the others were operational 70% and 90% of the time.

(07)

16. Excess launcher movement causes increased down time (break down).

(08)

We are using outdated VRC-46 radios with state-of-the-art launchers. There are times when people try to send digital traffic before the radio even keys up. They try to send the message and it comes back not received. We need singars radios which the system was designed to use. We need more realism in our training. We are too familiar with Fort XXXXX. On a three day field problem, we turned in 20 radios.

(09)

4. 'How often do your sections participate in a part of 2ndPlt. training, how often on a weekly basis?' Every Wednesday for approx. 6 hours. 'Are you able to take advantage of all of those 6 hours?' No. Some times we sit around waiting to do something. Times this down time is due to breakdowns.

(13)

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? If we send these guys down the road and they disappear we don't know if they were ambushed or destroyed and we still need the ammo so we say, 'O.K., you go too,' and we send them down the road and pretty soon we've wiped out the whole shootin' match. It doesn't take much to take one of these trucks out. Small arms fire can do it by knocking out the tires. So we don't want our guys to go too far out.

(14)

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? Yes, and we'll generally have an E-5 in a truck convoy. (6.5.1 One of the problems is the VRC64 radios inside those trucks and when then get 5-6 miles down the road we've lost them. We can't pick up the phone and say, 'where are you?') If they disappear we have no idea where they went. We lost an NCO that way. He got stuck in a low water crossing. He had decided to take an alternate route home instead of the one he went out on. He disappeared and we lost him for two and a half days. We finally found him when another unit came on the radio and said, 'Hey, we saw one of your trucks stuck in a low water crossing.' He didn't want to leave his equipment. That's a problem with training for a wartime environment.

(14)

**Post 2                    DIVARTY/Battalion**

If a piece of equipment can't run, then you can't train on it. My XO goals would be expressed as a % of equipment readiness or % of equipment availability. A battalion like this has a lot of vehicles and few people. It comes down to about 1 1/2 people for every vehicle. It is hard to maintain that number of vehicles with the manning we have. The beauty of MLRS was it didn't need a lot of people. That's true but it's tough to keep everything operational and do vehicle services at the manning level.

(22)

5. Biggest problem with the launchers are the LRUs, (SRPs, EUs, FCUs (black boxes)).

(25)

7. Crew fault isolation checks are important to reduce maintenance and launcher down time. (Attempting to identify the specific problem)

(25)

**Post 2                    Battery**

13. 'How often do you train as a Bty.?' [1.3As a complete Bty. only when we go out on FTXs. The reason being is resources are not available, to time consuming to put in a day event where you can train the entire Bty. in one day, so FTXs is about the only time I can get everybody at the start line and go.] [1.8Any other time it's more independent operations by Plts., that's the way we would fight anyway. There is always some priority maintenance on a launcher or something you have to get a launcher up, so you have a few individuals that won't benefit from the training that day because they're turning wrenches all day.]

(26)

13. You try to rotate (with a morning/afternoon phase, people on morning maint. train in the afternoon people who trained in the morning do maint. in the afternoon). I get beat to death if I don't get the vehicle up, I also get beat to death if all of my soldiers are not trained as prescribed.

(26)

10. 'What about Plt. level training, how often do you conduct it?' Never. Plt. training is not effective because of the Bn. driven field exercises. Most of the FEXs are endurance tests to see how long you can go and keep up the pace. After every week in the field it takes at least a week to recover (e.g., get vehicles, weapons, pers. gear cleaned up and repaired). Then you have to deal with the external taskings (e.g., running ranges, etc.). Time is pretty well used up so there goes your training time.

(35)

8. Maintenance is a problem. Currently we have 4 SPLLs down. 27Ms should be attached to the batteries. Lack of control of the maintainers is a real problem.

(35)

**Post 2                      Platoon**

9. The problem with our system is out in the field within the first few days half of our vehicles are down, so even if training is planned it's usually shot to hell because we have to bring out SPLs back up. And if the SPLs are up the Bty. starts jacking us around on our own time. We shoot, move, and communicate but the periphery gets ignored. In terms of Plt. time, take for example the last field exercise. We got out there we were told we would have two days to work on our own as a Plt. As you know good training takes planning and all of a sudden they started to send us movement orders....a bad flow of information situations started to change with out us having any control, and training ceased to exist at that point.

(27)

14. 'When you go out on these FTXs...the ten days, how much of that time are the launchers deadline?' At least one launcher one third of the time. If I take three launchers, one will go down. 'What is the reason they're down generally is it a reoccurring problem? What is your feeling about the 27M support? What training wise, what occurs when the launcher goes deadline?' Usually it's LRUs (line replaceable units) on the SRPs. Cables are another problem. Sprockets have also been a problem so we're circle Xing them and driving them and throwing tracks. 'What kind of training goes on when you got a launcher that is dead in the water?' [XXXXX DP and radio watch. Driver and gunner either one and send them into the Ammo. Section for Plt. perimeter defence/guard duty, or use them as drivers. The Sec. Chf. will be moved into the command M577 track. This also serves to cross train the Sec. Chf. in the Plt. Sgts. job XXXXX

(32)

4. 'In the area that you indicate a need to train up, what are your plans to train this area up?' There probably won't be until we switch over to some equipment as some of my equipment isn't operational, i.e., the DMD (digital message display) one of the cables went out XXXXX and the cable isn't manufactured any longer.XXXXX

(32)

13. Confidence problem with the launcher being able to fire all 12 rockets without the system breaking down. FEXs (live fire) don't allow for the firing of a full load to train for the problems that would exist under combat conditions. Bugs in the system affects training. Have never seen a fire ex. that a launcher didn't go down.

(36)

6. Radio systems are a problem.

(36)



**Post 2                      Section**

6. 'Let's take from this time last year until now, what did you do in January?' We were getting ready for an ARTEP, we were out there for ever. We were going out for the day and coming in each evening washing the tracks up and going back out. By the time the ARTEP came nobody wanted to do anything. 'When did the ARTEP come?' First part of February, XXXXX. That's when everything started breaking because we had been out there so often (in the field), everything started falling apart. 'How long was the ARTEP?' Three and a half days, it was a four day field problem but a three and a half day timed ARTEP. 'What happened after that (February)?' BC put us back on the range for a few months.

(28)

6. That's another thing with long field problems, our stuff just breaks down. No matter how good of maintenance you do...you could have the best crew in the Bty. ??? it's all internal stuff. The longer the field problem the more maintenance, you're sitting down waiting for higher echelon to get to you.

(28)

3. We have 3 launchers operational out there right now. Sprockets are worn we can't get them fixed. They were on order since September on my -14. They found some used ones, we put them on there, some of them look like hooks, they're worried about them shattering. 'When is that problem going to be fixed?' It was supposed to be fixed, they're talking maybe March. 'What's going to happen when you guys go out on this next field problem in February?' They'll circle X them and roll. They'll keep rolling till they fall apart. 'They being the Bty.Cmdr. cause he's the only one that can circle X it?' No the motor officer, he's been delegated to do it.

(33)

**Post 3                      DIVARTY/Battalion**

10. How is the reliability of MLRS compared to tube artillery?  
[6.5.1. MLRS is a much more sensitive piece of equipment with all the electronics and black boxes that are very sensitive, MLRS cannot take the abuse that an M109 can (155 SP howitzer).] [8.0 When you say use them smart what do you mean? Give them a lot of attention. MLRS is a premier piece of equipment, when it goes down it gets more visibility than anything on Post. MLRS has support at the Div and DIVARTY level. The rebuild program is of concern to me because it's in the infant stages now.]

(39)

17. The other thing that gets me that we will have to come to grips with is on the rebuild for them only because of the effort we put in on the maintenance that they're not basket cases by now for the age they are. They're seven years old now and they have been through no type of thing for an armored vehicle you know that's lots.

(39)

18. That rebuild program is that AMC driven or what? Yes. I don't know why when they did the fielding of it they didn't think of when they (AMC?) would come back and do.....??? Don't have problems with the automotive/suspension part of it, when I have a problem it's with the "box" the electronics the "black box." Is there a published life of type (life cycle) for the SPL? I'm not aware of it, there may be I just don't know.

(39)

2. [2.4 The NTC trips (2) went well. SPLS got 36 rockets for the exercise and fired them in "onesies" and "twosies" to make them last over the 15 day field problem.] [6.5.1. We are still able to keep up the maint. and ready/availability rates of them above 90 percent on the average. MLRS equipment given more TLC (tender loving care) than any other type of equipment n Post, I mean more than tanks and my howitzers. When one of those go down it gets a lot of attention. Starting to have some fatigue problems with them because of age, mainly actuator brackets, also with some of the wiring harnesses. Readiness ratings have been very good. Very few months have they been downgraded for personnel or anything.

(39)

Maintenance is a significant problem at NTC. The SPLs did not hold up well.

(41)

11. What additional training support products do you need? MTEP manuals. Honestly, we don't get that involved in their training because of the level of our expertise. [6.5.1 It's interesting, though, that when we do a dry fire everything always works. When we put rockets on the pod at NTC and tell them to go to point A and fire it doesn't always work.]

(41)

JA Were breakdowns mechanical or electronic? Some were cables, some were the parts that raise and lower the launcher.

(41)

One was down for hoist cables. Another one went down when the actuator arm (breaks) the bracket when it is raised and lowered.

(42)

Usually it relates to the hoist cable, -- the drum, that's our biggest problem. Generally they're down for one or two days unless we have a major problem like not having a part available -- then you're looking at one to two weeks.

(42)

3. Is this MLRS Battery a particular difficult unit to support? No. We had one launcher that kept going down and we had to send it out for a rebuild after a fire warped its frame. We have the oldest launchers in the Army. They're well maintained. They need ballistic glass but we can't afford that. It's like, -- \$3000 a window.

(42)

4B. Is there a problem keeping the launchers operational? Not as much as I've seen with the howitzers and some other equipment.

(42)

XXXXX that Forces Command average, -- is that just for MLRS or. . .? I'll show you, -- we have what is called a XXXXX. Division puts one out every month. It shows the FORSCOM average and how the Division stands in relation to it. If we go below it -- if we go below 90% we get a little upset.

(42)

XXXXX what do you call really bad? Below 89%. FORSCOM average varies anywhere from 88% to 92%.

(42)

### Post 3 Battery

16. What aspect of training do you have the most trouble with? Ammunition, -- the rockets. The computer printouts didn't match reality. The computer would say you have X amount of rockets and you don't have X amount of rockets.

(44)

XXXXX What do you do differently after 20 months of command that you didn't dream of doing after day one? In coming from a light unit, motor pool day was only half a day. Here, in a mechanized unit, motor pool day is a whole week. Understanding maintenance is something, because maintenance is where I learned every day. You can never figure out what is going on in launchers, --there must be gremlins in there. Something can be right the entire week and you come back Monday and it's gone haywire.

(44)

XXXXX What is the toughest thing being a Battery CO? Maintenance! You need maintenance techs and an experienced motor Sgt.

(44)

XXXXX What was your experience with keeping the launchers operational? We're cross-leveling. We have controlled cannibalization. You can not play the game and win. There is no sense of urgency here in the states. So you will not survive unless you cross level.

(44)

It's hard to explain to a young soldier why the XXXXX National Guard got brand new launchers when the ones here at XXXXX are the oldest in the Army.

(44)

XXXXX How long are those SPLs supposed to last? I don't know but I can tell you that we are several modifications behind.

(44)

XXXXX What about NTC? The 27Ms couldn't cross the fire line to handle repairs! [6.5.1 One SPL fired 20 rounds because others had broken down. And one fired 24 rockets because the others had broken down. We occupied a position and just sat there.] [1.2 The crews were rotated to try to spread the experience around.]

(45)

XXXXX What about downtime? The big problems were cables and pedestals.

(45)

**Post 3                      Platoon**

XXXXX Were the breakdowns on the SPL about the same as on the Bradley? As far as the parts commonality is concerned but the biggest problems with the SPLs seems to be the launcher hardware. In Germany they were able to take care of them better.

(46)

XXXXX Any particular problem areas? Electronic units are a chief problem with the SPLs. Cannibalization is common to keep as many SPLs operational as possible. Once a year a rebuild team comes in to upgrade. This has a direct impact on training because the launcher sits idle for parts. In one case we sat idle for seven days when all three launchers went down. All we did was to practice position improvement.

(46)

XXXXX Did all three SPLs get to fire? We experienced launcher failure. Two launchers fired and one didn't. One fired 12 and one fired 24 rockets.

(47)

**Post 3                      Section**

I don't particularly like coming to the unit and getting slapped with a piece of shit (pardon my language) and no way to train with it. I can't train my soldiers unless I go and beg another section chief to use his SPL.

(49)

XXXXX Can you elaborate on the condition of the SPL? The SPL has been down about two years now. There are two deadline features on the LLM. I can't even get in there to do a PMCS on my SPL. There are 3-4 deadline features on the carrier alone. There are two safety violations in there. Harmful gases are coming out from the final drive door. I keep hearing rumors that we're going to get new SPLs but rumors are rumors. All I know is that I am not combat ready because we don't have the money to buy a damn part. I can't go to war with what I got.

(49)

We didn't get any force-on-force experience because our launchers all went down.

(51)

When I was at NTC my launcher went down. It twisted the frame or the firing platform and broke a couple actuators. We go through actuators a lot here. My theory on that is -- I worked at a foundry -- is bad metal.

(51)

XXXXX Did we not ask something that you were prepared to answer on? The batteries are a key to launcher maintenance. The battery holddowns are metal and if you touch that winch to that metal holddown you're going to fry your hand. They need to come out with a fiberglass battery box -- or something like that. The batteries are the key to the launcher. If one battery goes down you're going to run into big bucks because of black box failures. I know they make battery chargers that won't over-charge the battery and that would be very helpful.

(51)

XXXXX I want to ask about your NTC experience. While you were there, did you live fire and force-on-force? Our support was not that good. We went through the boxes tht raise and lower the pods, -- we kept burning them out or they kept breaking. The cables kept snapping. We did manage to fire nine rockets. We could have fired more if the 27Ms had put the elevation hoist motors in correctly.

(51)

8. What are the hardest tasks to train on at section level? Fire mission processing, -- when the launcher is down you can't train. Launchers have been a problem here since '86. They get fixed and then they sit there 'cause no one wants them to break. We are not operationally ready.

(55)

Post 4 DIVARTY/Battalion

13. We have one 'float' and so we really keep our eyes on that 'float' and watch how it's handled.

(57)

4. 'Any specific problems with POL or spare parts?' POL none, except the cost of doing business in a field environment and what it costs to keep that available. Spare parts, none that I'm aware of. It seems as though when ever we do have a maint. problem that's parts related to the DS folks and the MICOM LAO do a good job to running those to ground. I don't know of a situation where a SPLL has been down for a exten...long period of time waiting on a part. We have a 'float SPLL' on the installation too that helps.

(59)

4. 'How much of a problem is the MLRS unit in terms of making training time, training areas, ranges, ammo., POL, maintenance areas, spare parts, etc. available to support training?' The biggest problem...they are very expensive...everybody could always use more money and that's certainly the case here, but they are maintenance intensive and it seems to run in cycles for what ever reasons, and all of a sudden he's got a lot of maintenance problems and these are cramping his ability to train. Also when his FDS goes down he also has a serious problem that affects his ability to train. 'Do you know if those maintenance problems are related to the carrier the launcher or both?' I'd say both. There seems to be an even distribution between carrier and LLM problems.

(59)

5. Are there any particular problems keeping MLRS equipment operating for training? The tracks are a big big problem for the SPLs. Others, I'd have to go through the 2460s to say. It costs about \$5000 per month for tracks. They're constantly replacing shoes.

(60)

XXXXX What is the condition of the SPLs? There definitely in excellent shape. The "float" is a big help. If there is a major problem, we float the float. That float is better maintained here than it is in depot. If a SPL goes down, that gets my attention.

(60)

**Post 4                      Section**

5.A Take advantage of platoon training time? Yes. But there's a lot of lag time. The SPL sits in a hide area 3-4 hours at a time but nothing comes to them. That's a HQ section problem. A 13P problem. All 13Ps went to HQ Plt. They work with BCS over there. Sometimes it's a hardware commo problem.

(68)

**Post 5                      DIVARTY/Battalion**

3. Does MLRS participate in training at NTC? They have in the past but not recently because of a dollar shortage.

(81)

4. How much of a problem is MLRS in terms of training? There are two problems: land and maintenance. There's a problem with calibration of the launchers. Several SPLs rarely get fired so we rotate crews through the SPLs that are GO. Out of 9 SPLs 3-4-5 may not calibrate. I'm unaware of a parts limitation.

(81)

5. Any particular problems keeping MLRS equipment operating for training? I'm not aware of any.

(82)

6. Any protracted down times after training periods to get MLRS equipment back into shape? I don't recall any. We track monthly and meet to discuss any specific items, then we track it. That data is kept by the Battery CO.

(82)

**Post 5                      Section**

5.A Are you able to take advantage of the all the training time with the platoon? We try. If a SPL goes down or the crew is tasked the remaining crew members join another SPL to train. About 50% of the time is actually spent training with the platoon. The rest of the time it's really section level training.

(85)

5.B What tasks do you train with the platoon that you can't train with the section? Fire missions, although there are a lot of mechanical bugs with the commo equipment -- both digital and radio.

(87)

4. Do you train with members of the ammo platoon on reload tasks? We make a lot of noises but a lot of the time it doesn't get done. If either group is tasked then it doesn't happen. Ammo is not treated like a full-fledged participant. Ammo used to run more efficiently. It was more a mass reload effort. Now, the A-LOC tracks the number of pods -- he works with the ammo platoon Sgt. Now, we can't run as many missions because digital communication keeps breaking down.

(90)

5.A Are you able to take advantage of the time training with the platoon? It varies depending on what we're doing. Firing missions may be interrupted by broken equipment, -- like tracks. Not since October have we been out without the SPL breaking down. Downtime aside, not enough is happening. Missions are not coming down from FTC. We never know where missions are coming from. We can get more training as a section.

(90)

6. How often does your section train as part of Battery training? At least one day out of every 3-day FTX is given to Battery control, but the Battery may be down because of commo problems.

(90)

6.A Are you able to take advantage of the time training with the Battery. It depends on everything being up. If the FTC or the SPL is down then no. We won't always use lag time effectively. Getting ready for the ARTEP accelerates training. Since Feb., there have been many mechanical problems. The whole Battery seems to be that way. The last FTX three out of six that went out actually fired. Each section left one SPL in garrison. Calibration was a problem. No calibration, -- no fire.

(90)

6.A Are you able to take advantage of the training time with the Battery? Only about 25% of the time is quality training which is like six hours out of 24. The communications and the vehicles go down and trying to locate 27Ms who are under someone else's control is a big maintenance problem. It's a real training distractor because the 27Ms aren't under Battery control.

(91)

5.B What tasks can you train with the platoon that you can't train with the section? Firing missions. We fired 6 rockets, had a crew change and fired another six, then we took over again and fired three more. The SPL has been down for three weeks. The final drive went out and then we were cannibalized. Maintenance is a real problem around here. Last time we fired only three SPLs fired out of nine. One SPL went to the firing point three times. Other things you might do as a platoon are Recon and maybe convoys and tactics. There's not much difference really because the SPL operates as a separate entity.

(94)

6.A Are you able to take advantage of Battery training time? No because you may have commo problems which impacts your training time. When we're down we do maintenance or sit around, or sleep.

(94)

10. Training distractors: Low fill, -- low participation, -- details, -- tasking. It's all related. It hits the E-4s and below and you're stuck with NCOs. When we get hit with tasking we cancel training and go to maintenance on the SPLs or we go to the billets and clean our rooms. In a month's time it happens about 10 out of every 24 working days. And lost time is lost time. There is not makeup schedule. The only real time to work as a team is on Thursday morning. If a training exercise is lost we can schedule it again in about another four weeks. But 85% of Thursday training time is secure. Tasking never interrupts an FTX but we may only go with a few SPLs. We only took three out of nine to the last FTX.

(95)

### 3. Restrictions on Use

Post 3                      Section

10. Training distractors. A lack of funds means that we can't take our launchers out for training 'cause if something breaks we can't buy the parts to get them fixed.

(53)

8. What are the hardest tasks to train on at section level? Fire mission processing, -- when the launcher is down you can't train. Launchers have been a problem here since '86. They get fixed and then they sit there 'cause no one wants them to break. We are not operationally ready.

(55)



## **F. Maintenance Timeliness**

### **Post 1 DIVARTY/Battalion**

Short 63 series MOSs e.g., has one E-7 authorized four. Never have had an E-8. Short maintainers, went to the field on the last FTX (last week) went to the field with 24 launchers, when they came out of the field on Thursday afternoon they have five operational launchers in the battalion. By Thursday night they had 14 up, on Friday afternoon they had 16 back up. On Monday afternoon, 22 launchers were back up. The problem was not making the repairs, but having the right person to tell us what was wrong with the things (MOS wise). Another personnel problem is the S4Ds, they have one S4D to oversee the battalion's 27 generators. There should be one per battery.

(03)

11. If the launcher maintainers (27 Mikes) were organic to the battalion you might be able to save some time on repairs.

(04)

13. For every day we spend in organizational maint., three to four times that is spent in DS maint.

(04)

14. Pacer items are repaired the same day provided parts are available, if not the unit is prepared to receive the part as soon as it becomes available. I don't know what DS does in similar cases.

(04)

3. Length of obtaining a replacement part (Code 03 or otherwise) can range from two days to 45 days depending upon the availability of the part.

(04)

6. Having the correct personnel at the right point can have an effect on the down time, or no down time on a launcher. Because launchers are so spread out, it takes time for maintenance to catch up to them. Contact teams are sent out with each battery.

(04)

7. Cables are the toughest thing to get. I'll wait longer for a cable than any other item. Most of the time a problem occurs, it's a cable. The availability of non POL items, particularly cables, that effects training.

(04)

### **Post 1 Section**

18. 27Ms (maintainers) should be assigned to the unit (Bn. or Bty.).

(08)

19. Maintainers don't carry proper tools, test equipment, or parts much of the time.

(08)

10. Maint./field repairs distracts from training time. There are times when it might take as much as 5-6 hours to effect a repair if the maint. team does not have the replacement part with them. Time of day also affects this (e.g., after 1630 when the maint. area is secured for the day).

(17)

9. Some Section chfs. use field expedient repairs to keep the system operational. These are learned over time by watching experienced people, maintainers or others.

(17)

4. General concern with the level/quality of training that the 27Ms get. Many basic system problems are not delt with and corrected in a timley fashion. They can replace a component alright, but there seems to be problems with their (27Ms) ability to troubleshoot.

(18)

6. Books (documentation, TMs) do not always cover all the problems that go wrong with the system. 6.5.3Contact teams do not accompany them to the local training areas (2400 Area) or vehicle park area for training.

(19)

**Post 2 Battery**

13. You try to rotate (with a morning/afternoon phase, people on morning maint. train in the afternoon people who trained in the morning do maint. in the afternoon). I get beat to death if I don't get the vehicle up, I also get beat to death if all of my soldiers are not trained as prescribed.

(26)

8. Maintenance is a problem. Currently we have 4 SPLs down. 27Ms should be attached to the batteries. Lack of control of the maintainers is a real problem.

(35)

**Post 2 Section**

5. 'How often do you get into the field?' For a while we were going out pretty regular, they were doing these little three dayers. The first week of the month and again on the third or fourth week of the month. Those were the ones I got the most out of, because you weren't out there for ten days and you got so fed-up you didn't care what happens. You go hard for five days of training and then it just stops and everybody is just sitting there nobody wants to do anything. Then you have stupid things like you couldn't get oil and you couldn't move your launcher for a whole 24 hours.

(28)

6. That's another thing with long field problems, our stuff just breaks down. No matter how good of maintenance you do...you could have the best crew in the Bty. ??? it's all internal stuff. The longer the field problem the more maintenance, you're sitting down waiting for higher echelon to get to you.

(28)

16. 'When your launcher goes down say as a gunner/driver, what do you do?' Help on the launcher repairs until launcher is fixed. Some hip pocket training goes on if 27Ms gave to chase parts. When your in the field you're run ragged so if your SPL goes down you rest, there ain't a lot of training going on.

(33)

3. We have 3 launchers operational out there right now. Sprockets are worn we can't get them fixed. They were on order since September on my -14. They found some used ones, we put them on there, some of them look like hooks, they're worried about them shattering. 'When is that problem going to be fixed?' It was supposed to be fixed, they're talking maybe March. 'What's going to happen when you guys go out on this next field problem in February?' They'll circle X them and roll. They'll keep rolling till they fall apart. 'They being the Bty.Cmdr. cause he's the only one that can circle X it?' No the motor officer, he's been delegated to do it.

(33)

Post 3                    DIVARTY/Battalion

I'd provide enough land and resources to maintain the equipment.

(41)

Post 3                    Battery

XXXXX Do 27Ms know what they're supposed to know to do their job? I think they do but I'm glad you hit on that. Somebody's out to lunch on that. 27Ms being a direct support maintenance unit is no way. They need to be attached out to an MLRS unit. You need to have some 27M people that are in your unit.

Why? Because if not they're serving two masters. If something is broken and you need folks to fix it they say, sorry -- I can't do it, I'm on special detail. They need to be right there with that Bty CO in that unit. You could still have some 27M personnel that are in the direct support unit but to have 3-4 27M people in that battery is a must! Somebody needs to get this direct support thing under control.

(44)

XXXXX What do you do differently after 20 months of command that you didn't dream of doing after day one? In coming from a light unit, motor pool day was only half a day. Here, in a mechanized unit, motor pool day is a whole week. Understanding maintenance is something, because maintenance is where I learned every day. You can never figure out what is going on in launchers, --there must be gremlins in there. Something can be right the entire week and you come back Monday and it's gone haywire.

(44)

XXXXX What was your experience with keeping the launchers operational? We're cross-leveling. We have controlled cannibalization. You can not play the game and win. There is no sense of urgency here in the states. So you will not survive unless you cross level.

(44)

Maintenance, as far as turnover is concerned, -- maintenance NCOs would show up with no experience. They would come out of 155 artillery units so they would know artillery but they had to learn launchers. Separate Batteries need maintenance techs. You need motor Sgts who stay in MLRS. You won't survive on the battlefield without them.

(44)

NTC -- 23 days to prep for NTC. Direct support maintenance people are not ready for it.

(44)

XXXXX What about NTC? The 27Ms couldn't cross the fire line to handle repairs! [6.5.1 One SPL fired 20 rounds because others had broken down. And one fired 24 rockets because the others had broken down. We occupied a position and just sat there.] [1.2 The crews were rotated to try to spread the experience around.]

(45)

**Post 3                      Platoon**

All requests for parts have to be approved by Divarty which can cause delays. If deadlined, a part must be ordered.

(46)

10. Do you schedule individual training along with platoon and section training? The schedule is driven by the training cycle. Right now we're in umbrella week and we have to talk to you. Funeral detail practice is a big interruption around here. A lot of people must be dying at Fort XXXXX.

(46)

4A. Plans to train platoon to bring up to speed? Its very difficult because of the maintenance problems. We had one launcher down for four months. Parts are not available for new modifications. Maintenance reports on failures are not filed in time to reflect on the targeted 90% readiness. Maintenance records are fudged to protect the record. Real world failures are not documented to protect the readiness report. This bears directly on training because of operational capabilities.

(46)

XXXXX (to the Plt Sgt recently returned from Germany) Are the maintenance problems in Germany similar to what you are finding here? The problems are similar but the capability to correct them are much better in Germany because of parts and maintenance personnel. There's a higher priority level for those things than here.

(46)

XXXXX Were the breakdowns on the SPL about the same as on the Bradley? As far as the parts commonality is concerned but the biggest problems with the SPLs seems to be the launcher hardware. In Germany they were able to take care of them better.

(46)

XXXXX Any particular problem areas? Electronic units are a chief problem with the SPLs. Cannibalization is common to keep as many SPLs operational as possible. Once a year a rebuild team comes in to upgrade. This has a direct impact on training because the launcher sits idle for parts. In one case we sat idle for seven days when all three launchers went down. All we did was to practice position improvement.

(46)

XXXXX Do you file a maintenance report for each of those failures or is that not a requirement? Yes, but there is no control on what happens to that report after it is written; [8.0 there's no deadline on when it goes forward so that maintenance reports can be handled to protect the readiness figure. If you get below 90% you get called on the carpet to explain why so it's a big game to keep the numbers looking right.]

(46)

Also, our old SPLs are expensive to maintain. [6.5.3 Our maintenance needs are not met promptly. It's hard to get the 27Ms to work on our SPLs. It's a big problem getting 27Ms to work. Generally requires action through the battery CO.] [1.8 It forces the section chiefs to make priorities in their training.]

(47)

XXXXX When you went to NTC did you do both live fire and force on force? We intended to, but during the first attempt to fire we had a maintenance problem, -- the biggest problem we had out there was the 27M direct support people who did not have any (support parts) with them during force on force, so with three SPLs still down we just sat there.

(47)

Post 3                      Section

XXXXX What about maintenance for deadline items? Mechanics just aren't available to solve dedline maintenance problems.

(49)

10. Training Distractors We spend a lot of time keeping vehicles looking good that should be spent on training. They'd rather have good looking vehicles than have training going on.

(51)

XXXXX I want to ask about your NTC experience. While you were there, did you live fire and force-on-force? Our support was not that good. We went through the boxes tht raise and lower the pods, -- we kept burning them out or they kept breaking. The cables kept snapping. We did manage to fire nine rockets. We could have fired more if the 27Ms had put the elevation hoist motors in correctly.

(51)

10. Training Distractors. Over the last year we've been non-operational for 2-3 months. The big problem is maintenance. When something breaks I report it, but they do what they want. It's more protection of the Readiness Report. In Germany, if your launcher went down you stayed with it until it was fixed. In Germany, you had to be ready. Here, there's no real requirement to be ready.

(54)

10. 27Ms? If we had them as part of the battery we would be a lot better off. The S-8s are fine as far as they go, but they're limited in what they can do. We have no organizational mechanics.

(55)

10. The S-8s only get an additional two weeks training, -- that's all. So they're not very good at trouble shooting. It takes a long time being around the launcher to really learn it.

(55)

10. Training Distractors. Maintenance. We trained 90% more in Germany. We had as many breakdowns but the maintenance was far better.

(55)

XXXXX How do you integrate that into other training? You mix it into the other drills. Except there are restrictions on the use of the equipment, -- a problem with maintenance and dollars, they tend to interfere with training. Maintenance paperwork is a delaying tactic. The difference in maintenance between Germany and the U.S. is like night and day.

(55)

Post 4 DIVARTY/Battalion

1. 'What unique situations arose when the MLRS was introduced into DIVARTY?' I was not in command when the Bty. was fielded, but has given the DIVARTY XO the MLRS supervisory position he oversees the operation of MLRS including maintenance and acts like a commander. Other situations include the expense factor as they are moderately expensive to operate. Maintenance wise you have to keep on top of it because they are so low density, you can't drop one of those and forget about it you just have to keep on top of them.

(57)

9. I don't have the problems I hear other people talk about, I don't have ammunition problems, the amount of ammunition is appropriate, I'm comfortable with it, it gives them a ability to sustain a level of training by firing once a quarter and giving everybody a reasonable chance to fire a few rounds. We don't have range problems as we got approval for overhead fire so I've got about 10 launch points and the ability to create more if I want them, if I can find some way of getting rid of trees, [6.1 the only thing that keeps coming back to me is this thing with turbulence of NCOs and the fact that we have to watch maintenance like a hawk.]

(57)

6. Are there protracted down times after training periods to get MLRS equipment back into shape? The MLRS battery is very good at dealing with problems. If a SPL goes down the mechanics stay with it till it's back up.

(60)

XXXXX What is the condition of the SPLs? There definitely in excellent shape. The "float" is a big help. If there is a major problem, we float the float. That float is better maintained here than it is in depot. If a SPL goes down, that gets my attention.

(60)

Post 4 Platoon

XXXXX How do you train? We try to train like we're going to fight. There's plenty of terrain at XXXXX, but somebody needs to rethink how to train. If the FDC gets knocked out TACFIRE doesn't know what to do with MLRS. Every major commander should know what an asset MLRS is. We do our own training plans, but we can't do effective training in the motor pool. You must move the equipment. Vibration on the move is a critical problem. We won't be an effective fighting force because we won't be trained. We'll be a hollow army. We must operate the equipment. There is no flexibility in training. Maintenance is not a Divarty problem, but it should be. The separate Battery gets left twisting in the wind because of the Battalion syndrome.

(63)

XXXXX What about the 27Ms? That is a problem. There is no control over them even though they only fix our SPLs.

(71)

**Post 4                      Section**

10. Training distractors handout: Lack of parts and maintenance is the big thing. Launcher parts are less a problem than carrier parts  
(64)

XXXXX What about NTC? We had maintenance problems but they didn't trust our data so I didn't fire at all. The SPLs were down because of a lack of parts. We took four launchers but by the end of the second day all four were down. There was only a skeleton crew for maintenance. NTC is not geared up for MLRS. Live firing provides effective crew training but once you've done it -- you've done it. You really need to shoot a 12-pack for war realism.  
(70)

XXXXX What about the 27Ms? The 27Ms are a real problem. Why aren't they assigned to us? they only work on SPLs but they are assigned to another unit. We should not have to wait for them. Downtime on the SPLs would be a lot less if they were assigned to us.  
(70)

6. Is there some training that you can't do because you don't have the resources? It's a nuts and bolts thing. Operator level maintenance training is seriously hampered by paperwork on nuts and bolts.  
(78)

6.B What have you done to get the needed resources? We don't have the NSNs to get what we need. The system could be a lot simpler.  
(78)

**Post 5                      DIVARTY/Battalion**

1. What unique situations arise with MLRS? The method of employment and maintenance is different. Maintenance is less than anticipated.  
(79)

XXXXX What about 27Ms? There is some frustration with tempermental maintenance of the SPLs.  
(81)

**Post 5                      Platoon**

XXXXX What about 27Ms, -- is that a problem area? They should make the 27Ms part of the unit. The Section Chiefs try to do their own repairs to avoid calling the 27Ms. The 27Ms must be in the unit.  
(84)

XXXXX What are some of the biggest problems you have with training? Tasking is a frequent and unpredictable thing. Just the salute battery can take several days. Displays may take a full day. When we paint we use cart paint which can only be brushed on -- not sprayed. The only meaningful training time we have is when we do command maintenance on Tuesday and team training on Thursday. Wednesday is pretty much a free day and on Friday we clean up the motor pool. Bad maintenance is an everyday occurrence. The 27Ms reversed a fuel line when they replaced an engine and that was a big problem.  
(96)

**Post 5                      Section**

XXXXX What about 27Ms? When you're in the field and they have parts it's not a problem. But in garrison it is a problem. They're up there and we're down here. Getting them to come down here is a big admin hassle. It can take 3-4 hours to do a 10 minute job.  
(85)

XXXXX What about the 27Ms? They should be down here with us. They sit up there in a different Army.

(86)

XXXXX What about the 27Ms? That's a problem. We have to harrass them to get a SPL fixed. They won't look at it unless you've spent time cleaning it first. And there's a lot of paperwork involved. They rarely come down. They're worse in the field because it's hard to get hold of them. They have their own NCOs.

(87)

6.A Are you able to take advantage of the training time with the Battery? Only about 25% of the time is quality training which is like six hours out of 24. The communications and the vehicles go down and trying to locate 27Ms who are under someone else's control is a big maintenance problem. It's a real training distractor because the 27Ms aren't under Battery control.

(91)

7. Is there some training you can't do because of a lack of resources? Keeping up as an S-8 is tough because I can't get the materials and equipment to perform my maintenance. The Battery S-8 was effective but when he left he wasn't replaced. Going to the 27Ms is a real problem because they insist on super clean vehicles or they won't touch vehicle maintenance. The maintenance admin problems cause real delays in training.

(91)

XXXXX What goes on in the SPL while you're waiting for a 27M? Cross-training, some minor maintenance, and some work on land navigation.

(91)

7. Is there some training you can't do because you don't have the resources to do it? The 27M problem has cost us some downtime, but normal logistics, no. If you go down you wait a long time for a 27M. In Germany, a 27M was assigned to your platoon. In the field and in the rear. But in Germany, we were a battalion. 27Ms should be slotted right in the battery. That's where they are needed. We need them right there. It would make all the difference in the world. We just don't have the control we need over the 27Ms.

(94)

5.A Are you able to take advantage of the platoon training time? Yes, until we're down. It takes a long time waiting for the 27Ms to respond to get back up.

(95)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Truck familiarization and driver training. All they have to do is go to the manual. The AIT school seems to vary their program. Some guys have never touched the HEMTT. We would prefer to have the guy who is familiar with the gear. If he breaks stuff here it could take two months to get it fixed. And they need night training. We've put people into some dangerous situations. usually there is no night training until we go down range. Sometimes the 88Ms break up our trucks.

(97)



## G. Repair Parts Availabilities

Post 1 DIVARTY/Battalion

When I was a battery motor officer as an additional duty it was very demanding with all the equipment to keep operational. We had about a 10% deadline rate for the launchers. Parts was a problem. The launcher could be down a couple weeks awaiting parts. We had about a 5 - 6% deadline rate for our other vehicles.

(02)

10. All the parts I stock (organizational level) are for the automotive side of the launchers, other than the LRUs that were designated as this is what you will stock.

(04)

12. Parts on hand, or lack of, with the contact teams can result in launcher down time in the field. The maintainers have to leave the field and go to the Maintenance area to obtain the lacking part.

(04)

7. Cables are the toughest thing to get. I'll wait longer for a cable than any other item. Most of the time a problem occurs, it's a cable. The availability of non POL items, particularly cables, that effects training.

(04)

8. There's a manual...MPL, listing the supply items (parts) we'll keep.

(04)

9. The only cables we keep at the orginazational level are the cables for the carrier.

(04)

Post 2 DIVARTY/Battalion

3. Track sprockets are a big shortage item. Still do not have enough to replace all that need replacement. TACOM and MICOM were brought into the problem. Excessive wear on sprockets thought to be related to the rigorous training undertaken (18+ months) when the unit was formed. Oil was also short for a time. Unit had to open purchase to meet the needs of the unit.

(25)

Post 2 Section

15. 'Is there training that you can't do because you don't have the resources to support it?' Flares, blank ammo. [6.5.1. and parts for the vehicles.] Supply system is not running right to get the parts we need.

(33)

3. We have 3 launchers operational out there right now. Sprockets are worn we can't get them fixed. They were on order since September on my -14. They found some used ones, we put them on there, some of them look like hooks, they're worried about them shattering. 'When is that problem going to be fixed?' It was supposed to be fixed, they're talking maybe March. 'What's going to happen when you guys go out on this next field problem in February?' They'll circle X them and roll. They'll keep rolling till they fall apart. 'They being the Bty.Cmdr. cause he's the only one that can circle X it?' No the motor officer, he's been delegated to do it.

(33)

**Post 3                      DIVARTY/Battalion**

2. What different approaches have you had to take in the area of training and training management than for tube artillery?" [4.1 & 5.0 Range requirements for the MLRS.] [6.5.1 SPLLS are very old, and should be in rebuild, but the Army has no rebuild program (but are trying to get one off the ground now). The Germnay staged equipment (used during REFORGER) operator very well except for a problem with some cables taht were not with the equipment. The needed cables were flown over from XXXXX.]

(39)

19. What would you do differently if you could? I'd make sure that there was a minimum of one NTC rotation per year with enough rockets and parts to support the activity.

(41)

6. Are there protracted down times after training periods to get MLRS equipment back in shape? Time wise. It all depends upon the part. One SPL was down for 13 days. The part was ordered and someplace it got lost in the system and we had to do a high-priced call. We do that quite a bit right now, -- high-priced calls.

(42)

7. What is the hardest thing to get that the MLRS uses? We've had problems with the hoist cable and drum. Actuator arm brackets . . . We found that if the frame is warped it will break the brackets.

(42)

8. What would be the easiest thing to get for MLRS uses? That I would get? We have a maintenance tech downstairs who pushes all the repair for the batteries. All I would do is be a mediator between support and the Division.

(42)

**Post 3                      Battery**

XXXXX Maintenance support problems? To bring 27Ms to NTC takes special paperwork and then you have to beg them to fix our stuff. So there is a big time loss from breakdown to repair.

(45)

**Post 3                      Platoon**

XXXXX Any particular problem areas? Electronic units are a chief problem with the SPLs. Cannibalization is common to keep as many SPLs operational as possible. Once a year a rebuild team comes in to upgrade. This has a direct impact on training because the launcher sits idle for parts. In one case we sat idle for seven days when all three launchers went down. All we did was to practice position improvement.

(46)

XXXXX When you went to NTC did you do both live fire and force on force? We intended to, but during the first attempt to fire we had a maintenance problem, -- the biggest problem we had out there was the 27M direct support people who did not have any (support parts) with them during force on force, so with three SPLs still down we just sat there.

(47)

XXXXX What's the toughest thing in training... ? Funds. Not enough money to buy spare parts. Downtime can run a week. That, and land to practice on.

(48)

Post 3                      Section

XXXXX Can you elaborate on the condition of the SPL? The SPL has been down about two years now. There are two deadline features on the LLM. I can't even get in there to do a PMCS on my SPL. There are 3-4 deadline features on the carrier alone. There are two safety violations in there. Harmful gases are coming out from the final drive door. I keep hearing rumors that we're going to get new SPLs but rumors are rumors. All I know is that I am not combat ready because we don't have the money to buy a damn part. I can't go to war with what I got.

(49)

XXXXX What about parts at the organizational level? I need parts for that door panel and they say they don't have parts. I can understand that. We've got \$17,000 for the whole year. What am I supposed to say. I've got plenty of track pads just sittin' over here, -- I don't need no track pads. In this unit I know there are people just holding on to parts. That's wrong. Turn those parts in and get money back from the system. . .

(49)

The Battery is not helping me. The 1st Sgt. knows about this. People keep coming and taking parts without asking. Instead of having two SPLs down they come and cannibalize my SPL to bring up the other one which is fine and dandy except that it isn't helping me be combat ready.

(49)

10. Training distractors. You can't get parts to do a PMCS. Simple nuts and bolts.

(50)

7. Is there some training you can't do because you don't have the resources? Everything, basically. These things are going to break and when they do it takes equipment and parts to fix them and that means funds which we haven't got.

(55)

XXXXX What is the impact of deadline equipment/disabled equipment on training time? We still have a tube mentality. MLRS launchers are cannibalized to support other units. We don't really have a voice because our Captain has to compete with Colonels and Lt. Cols. We need training at higher levels on how to use MLRS.

(55)

**Post 4                      DIVARTY/Battalion**

13. 'Does having MLRS in DIVARTY cause requirements for training resources that are particularly difficult to meet, like logistical or...?' Well, they are Bradley chassis so we do have other Bradleys. When the Bradleys have problems then it's almost inherent to... it seems they have drive sprocket problems, for what ever reasons they didn't have enough of them to go around and wearing out, we had to basically remanufacture our own. Weld beads were put on the teeth and grinding them down. I guess it was just a manufactures not being able to keep up, I think that was a temporary problem, but you have to watch that sort of stuff. What has caused a difference for us management wise is we are authorized to have on hand 9 launchers.

(57)

4. 'Any specific problems with POL or spare parts?' POL none, except the cost of doing business in a field environment and what it costs to keep that available. Spare parts, none that I'm aware of. It seems as though when ever we do have a maint. problem that's parts related to the DS folks and the MICOM LAO do a good job to running those to ground. I don't know of a situation where a SPL has been down for a exten...long period of time waiting on a part. We have a 'float SPL' on the installation too that helps.

(59)

7. What's the hardest thing to get that the MLRS uses? I'd say the boom controller. And shock absorbers.

(60)

**Post 4                      Section**

10. Training distractors handout: Lack of parts and maintenance is the big thing. Launcher parts are less a problem than carrier parts

(64)

7.A Is there some training you can't do because you lack the resources? Parts are sometimes hard to get. They're quick to fabricate a part and we do a lot of patchwork.

(66)

XXXXX What about NTC? We had maintenance problems but they didn't trust our data so I didn't fire at all. The SPLs were down because of a lack of parts. We took four launchers but by the end of the second day all four were down. There was only a skeleton crew for maintenance. NTC is not geared up for MLRS. Live firing provides effective crew training but once you've done it -- you've done it. You really need to shoot a 12-pack for war realism.

(70)

XXXXX If you could make a wish list for changes what would you put on it? Getting parts. Give us enough money to get what we need.

(76)

9. Training distractors handout: Low fill is a problem; there are too few people assigned. ATACMS has been a problem and we understand that it's going to get worse. In ammo, nets are a mjr distrctor. It's a waste of time because we know how to do it. It detracts from training on more important things. The biggest problem is commo. It's the equipment, -- not the people. It's the parts and the equipment. We need more parts on hand. It's money and paperwork. The antennae are vulnerable and the mirrors, lights, and windshields. They're all vulnerable to maneuvering in the trees. And the trailers will get people killed.

(78)

Post 5                      DIVARTY/Battalion

4. How much of a problem is MLRS in terms of training? There are two problems: land and maintenance. There's a problem with calibration of the launchers. Several SPLs rarely get fired so we rotate crews through the SPLs that are GO. Out of 9 SPLs 3-4-5 may not calibrate. I'm unaware of a parts limitation.

(81)

7. What's the hardest thing to get that MLRS uses? I don't know of any particular item.

(82)

8. What are the easiest items to get? I'm not aware of any.

(82)

Post 5                      Section

7.C How do you get around that problem? If it's not a critical thing I go to the POL and say I need it and if they don't have it I have to jot down a 24-4 -- limited movement of LLM because of low fluid levels.

(89)

## H. Taskings

### Post 1 DIVARTY/Battalion

A lot of time has been devoted to sending personnel to various classes, e.g. to learn new additions to software, version 6 launchers as apposed to their version 4 launchers, version 7 TACFIRE vs version 9 TACFIRE, and other things they will need for the exercise at XXXXX.

(03)

Army XXXXX are the biggest training distractor we have at the present time. Other distractors are the XXXXX support requirements during the training cycle and that I can't deploy my battalion here at XXXXX the way it's supposed to be deployed

(03)

Can be in a training cycle and my training can go out the window if a support task comes up.

(03)

The predominant problem in the last nine (9) months is that he has to change his calendars (training) as fast as he has to make them.

(03)

We have a problem right now with crews remembering which version of software they are using. Attributed to the troops testing future updated versions of software (negative transfer).

(03)

### Post 1 Battery

7. Training as a battery outside of the quarterly FEX is next to impossible because of XXXXX, services, funeral details, etc. The exception to this is some manditory classes.

(05)

9. Getting people to the training is the most difficult aspect of training in general.

(05)

Many times we are event oriented rather than FM 25-100 process oriented. That process starting with the analysis of your war plans to arrive at your METL. The assessment of your training proficiency on METL tasks with training plans developed for sustainment and partially trained areas. A big push in training will be the ATACMS test.

(15)

### Post 1 Platoon

7. Ammo.Plts are used as detail platoon. Troops are not always around to get training. This problem is getting better.

(16)

### Post 1 Section

11. Training affected by having your troops pulled for support details.

(08)

WHAT WOULD HAVE TO HAPPEN TO BE ABLE TO DO THESE THINGS? A lot of time, when you plan your training, you start out with 30 troops and then, -- a detail here, a detail there, and you wind up with 10 troops. I know somebody has to do it, but why is it always the ammo platoon? I can't train realistically in the classroom. My soldiers get nothing out of it.

(14)

WHAT WOULD HAVE TO HAPPEN TO BE ABLE TO DO THESE THINGS? Get rid of all our details -- get rid of our STRs. (expletive deleted) ... they tear us up. All our people are gone. These are real obstacles to training.

(14)

2. Times training requests are NOT on the training schedule. (This is explained away by saying the training schedule change comes from the top). 6.5.4 Taskings from Brigade or Corps that override the schedule.

(17)

1. Training is more intense and of greater duration in a Div. Bty. than at XXXXX. Had a lot fewer land restrictions.

Note: General consensus is that in other commands you have more time to conduct field exercises.

(20)

Too many other non-training commitments at XXXXX that interferes with training.

(20)

#### Post 2 DIVARTY/Battalion

Post support is something we know is coming and we plan for it. It's really not a problem.

(24)

The MLRS BN doesn't train often enough with other artillery elements. We push hard for this... Last week the XXXXX corps FA commander discussed it with the corps commander. In the last year, we have trained three times with other field artillery elements. These were the XXXXX exercises. XXXXX was 72 hours and XXXXX was a five day exercise. The XXXXX exercises lead up to the division's war fighter BCTP. The second one is a XXXXX corps FA five day exercise scheduled for February, 1990. There are supposed to be fourteen battalions participating. In April 1989 we worked with the XXXXX for about one week. This was unplanned. We were in the field at the same time and it just worked out that we could work together. Elements of the battalion go to the field almost monthly except for May and June. It's during those times that we support the ROTC camp and reserve component training so it's tough to get to the field.

(24)

We have not participated in Reforger nor in a NTC rotation. We had one battery scheduled to support XXXXX but it didn't happen. We were scheduled to XXXXX but that was cancelled in December. We had gone through about 60 days of train-up for this effort. I know this was important XXXXX but it wasn't going to shut down the battalion. We had planned to do two battery ARTEPS during this time.

(24)

#### Post 2 Battery

10. 'What about Plt. level training, how often do you conduct it?' Never. Plt. training is not effective because of the Bn. driven field exercises. Most of the FEXs are endurance tests to see how long you can go and keep up the pace. After every week in the field it takes at least a week to recover (e.g., get vehicles, weapons, pers. gear cleaned up and repaired). Then you have to deal with the external taskings (e.g., running ranges, etc.). Time is pretty well used up so there goes your training time.

(35)

12. 'How intense is the collateral activity?' From the personnel stand point it's extremely intense. We go in cycles, a XXXXX cycle and a XXXXX cycle. In a training cycle we're pretty much left alone to do our training, but if upper echelon needs to get something done they will task you. We're supposed to plan 5 weeks out...realistically we're lucky if we can accurately plan 2 weeks out.

(35)

7. 'How often do you train as a Battery?' do not get to train as a Battery much because of the method in which MLRS is used. Also have many non training type commitments (e.g., details, maint. etc) that keeps things tied up.

(35)

**Post 2                      Platoon**

12. Training at the platoon/section level can be altered by higher authority at any time (upper echelon training desires supersede subordinate training requests). Other events such as range week (weapons qualification), post clean up, will interrupt routine MOS type training.

(36)

**Post 2                      Section**

10. 'What are the hardest Section level to train on?' Training isn't hard, the problem is loosing troops to details, PCS, etc. It's hard to maintain a level of training.

(30)

12. 'How much Bty level training is valuable training time for you at the section on this last field exercise (about an 8 day block)?' Depends upon support tasking of the Bty.

(33)

**Post 3                      DIVARTY/Battalion**

5. Impact of Red/Amber/Green cycle on MLRS training? Current policy is that MLRS is always amber except during a Division exercise. Amber means that MLRS is kind of in the middle of the road in terms of tasking.

(41)

10. How do you handle tasking coming out of the Division? Well, the tasking is done according to the strength you already have. The tasking is really messed up. The system is bad.

(43)

**Post 3                      Battery**

21. Training distractors? Big difference between training overseas and training in the states. Overseas you have a mission and that's it. Here, Details, ROTC. Houses to clean up. Not just these two houses in front here but the one in XXXXX, the one in some park that overlooks XXXXX. Why, I don't know. Flag detail -- up and down with the flag. You got 13Ms shooting the cannon so you gotta do that also. It gets out of hand.

(44)

16. What aspect of training gives most trouble? Outside interference -- higher levels not caring what the Battery wants to do.

(45)



**Post 3                      Platoon**

XXXXX Most difficult training problem? Time. Interruptions to the planned training. This often happens.

(47)

4A. Survey control points? The radio operators had problems with the old equipment. People need time on the equipment to work around the failures, [6.5.4 but we end up doing details for Divarty instead of training.]

(48)

**Post 3                      Section**

XXXXX Do you guys have ARTEPS? Yes. When we went to NTC -- and that supposedly was our evaluation --. On Fort XXXXX there isn't enough room to train. If Divarty would keep their nose out of our business we could get on with our training. Divarty doesn't know how we operate so they treat us as a detail battery.

(51)

XXXXX What do you think is the single biggest problem that interferes with training? Details. That, and the maintenance of the equipment. We do maintenance, I'd say, 90% of the time. We have to in order just to keep them going. These SPLs are more or less held together by barbwire and band-aids.

(52)

1.A Hang fire procedures: How train on weak tasks? During Sgt's time. We had a hang fire once during CAPEX last year. Getting time to train is very difficult. Divarty cuts into our training time. We're so limited in training time that we tend to concentrate on key issues so that some of the other things don't get attended to. Time and funds restrict training to dominant tasks. Without funding and areas to train in we can't meet our training objectives.

(55)

**Post 4                      DIVARTY/Battalion**

12. 'Does the MLRS fire 'dog and pony shows' for visiting....?' Not that much. They have in the past and they themselves have tried to set up family days and stuff like that, but since I've been here we have not put one on. We've gone out a few times and put it on display, but not live fire. About a year ago or less they wanted to invite their own families out to one of the launch points near the highway where they can bring it out, as a matter of fact I've been encouraging them to think about some way we could do it on a Saturday and invite kids out to watch it, because anything you can do like that it helps swing a few votes to the defense budget I think.

(57)

12. But we're not spending any ammunition on it and the only difference would be picking the day of the week, where they might fire normally Tues., Wed., and Thurs. and we set it to Thurs., Fri., and Sat. then some people would come in families, businessmen to watch it, but we don't shoot anything special for it. [4.1 'You said that 108 rounds is comfortable, would more rounds be any more comfortable?' I don't think so, I would be the first to say that I don't have the feel for it as the Bty. Cmdr., but I'm not sure...if they can fire that much I'm not sure how much they gain beyond that point. Possibly they gain something, but is it cost effective I'm not sure.]

(57)

**Post 4                      Section**

10. Training distractors: There is a lack of ED equipment. And small arms ammo is inadequate. There isn't enough blanks and smoke rounds. We never see MILES equipment. Never at XXXXX and it's almost as bad at the NTC. NTC was valuable but there was no force-on-force. We've only had one NTC rotation and that was two years ago. A big distractor are the last-minute taskings that interrupt our training schedule. We used to have Sgt's time every Wednesday but I haven't seen that since the turn of the year. We also catch a lot of details.

(68)

9. Training distractors: Late or last minute meetings is a big problem. It's the battery mandatory stuff that takes away from training. Scheduled service got moved up and interrupted training.

(76)

6. Is there some training you can't do because you don't have the resources to do it? We're short on equipment like we only have one monitor to do a RAD survey. Things get ordered but don't come in for a long time, like parts in the motor pool. The result is that sometimes not everybody gets trained. We have to rush people through and that's not good.

(77)

**Post 5                      DIVARTY/Battalion**

18. How many MLRS rounds a year? 108 which is not a detriment of training. It's a workable figure. Dog/pony shows come out of the 108 but we try to hold the D/P shows to a minimum.

(81)

19. What would you do differently if you could? I'd provide more firing room. They quickly learn the area. There's too much admin tasking like putting out road guards. They need practice in land navigation.

(81)

5. Anything about the Red/Amber/Green cycle that makes it easier or more difficult for MLRS to train year round? I don't think so. We've lost battalions from the Division but our taskings have not diminished. Charlie Battery is our salute Battery. We get killed with taskings. It's hurt our ability to do training.

(81)

**Post 5                      Battery**

16. What aspect of training do you have the most trouble with? Trying to train realistically. There's a motivation problem here. And all the taskings that interrupt our training schedule.

(83)

21. Training distractors: Details and taskings are the biggest problem.

(83)

**Post 5                      Platoon**

XXXXX Do you have inputs to the training plans? We do, but it is very limited. And the plan doesn't really hold up because when people are being tasked the equipment is. Half of my platoon has been on gun salute the last four weeks. And we support 8-inch to NTC with our equipment. The Divarty tube COs have a chip on their shoulder for MLRS. They envy our firepower. They don't like the idea of a Battery being separate -- maybe pampered. When the Sec of Defense comes by he wants to see MLRS and that pains people. When we get tasked we go to the 1st Sgt. The Battery CO has no clout with Division O-5s and O-6s. Divarty doesn't want a Battery CO complaining. Tasking really kills this Battery.

(84)

6. Do you keep records on your sections' proficiencies by task? As the Platoon Sgt. i keep a card on each soldier with his scores on the SQT. I monitor his job proficiency. There is considerable variance among personnel. We'd like to have unit stability but it is virtually non-existent. Tasking leads to split sections which weakens training and gets in the way of crew cohesiveness.

(92)

XXXXX What are some of the biggest problems you hae with training? Tasking is a frequent and unpredictable thing. Just the salute battery can take several days. Displays may take a full day. When we paint we use cart paint which can only be brushed on -- not sprayed. The only meaningful training time we have is when we do command maintenance on Tuesday and team training on Thursday. Wednesday is pretty much a free day and on Friday we clean up the motor pool. Bad maintenance is an everyday occurence. The 27Ms reversed a fuel line when they replaced an engine and that was a big problem.

(96)

**Post 5                      Section**

10. Training distractors: Low common task performance is an attitude problem. Why should a soldier be doing details when he should be training on MLRS tasks?

(85)

5.A Are you able to take advantage of the all the training time with the platoon? We try. If a SPL goes down or the crew is tasked the remaining crew members join another SPL to train. About 50% of the time is actually spent training with the platoon. The rest of the time it's really section level training.

(85)

1.A How train up to Pre for/Respond to a nuclear attack? When we're down range we just have to keep practicing it. NBC is weak Army wide. We need to get the NBC NCO involved with the training schedule. It takes 6-8 weeks lead time to get it into the training routine. Then it might get de-prioritized. Details or tasking will interrupt training. Team training on Thursday morning would be the best opportunity. Hasty decon is not practiced regularly, either.

(86)

10.A Training distractors: Tasking interruptions are the real problem. We do a lot of dog/pony shows here.

(86)

10. Training distractors: There are a lot of them. Post support, last minute taskings, schedule changes by higher commands. The team training schedule gets changed by Divarty or by the Battery. For example, there was a safety day with classes all morning long on heat exhaustion. Mostly, though, it's details in the Battery, like vehicle displays on post or downtown. It takes a lot of time to get ready for a display and it takes away from training.

(87)

10 Training distractors: Post support details happen often. It divides the section up and prevents the SPL from operating. Last-minute taskings can make you run out of people real quick. The training plan doesn't hold up. It makes it hard to set training objectives and meet them,

(90)

10. Training distractors: Not having clear performance goals. The training schedules are not followed. We're tasked with too many details. It's a consistent interruption.

(91)

10. Training distractors. Last minute taskings, like Wednesday being tasked during Thursday training. The training is weakened or eliminated. That also means low participation. I can think of 8 specific times when I have been the only one let on my SPL.

(93)

10. Training distractors: Low fill, -- low participation, -- details, -- tasking. It's all related. It hits the E-4s and below and you're stuck with NCOs. When we get hit with tasking we cancel training and go to maintenance on the SPLs or we go to the billets and clean our rooms. In a month's time it happens about 10 out of every 24 working days. And lost time is lost time. There is not makeup schedule. The only real time to work as a team is on Thursday morning. If a training exercise is lost we can schedule it again in about another four weeks. But 85% of Thursday training time is secure. Tasking never interrupts an FTX but we may only go with a few SPLs. We only took three out of nine to the last FTX.

(95)

9. Training distractors: Post support details which happen often. It has a big impact on training. Last minute taskings aren't filtered through us. We can't always catch up on lost training.

(97)

9. Training distractors: Low fill is always a problem. A serious shortage can lead to the shutdown of a section. Tasking seriously interferes with training schedules. We can't plan and expect to have it followed. It happens all the time. More field time would get you around the tasking priorities. And equipment and personnel assignments don't match up.

(98)

XXXXX How do we get that training? It's going to have to start up there. I can't do it and the Platoon Sgt. can't do it. The command level has to make the change. Our inputs don't mean anything if the Platoon Sgt. can't make it happen. We need another ARTEP. Somebody coming in from the outside to show them how. Our training schedules are meaningless.

(98)

## I. Resource Availabilities and Adequacies

Post 4 DIVARTY/Battalion

13. 'Does having MLRS in DIVARTY cause requirements for training resources that are particularly difficult to meet, like logistical or...?' Well, they are Bradley chassis so we do have other Bradleys. When the Bradleys have problems then it's almost inherent to... it seems they have drive sprocket problems, for what ever reasons they didn't have enough of them to go around and wearing out, we had to basically remanufacture our own. Weld beads were put on the teeth and grinding them down. I guess it was just a manufactures not being able to keep up, I think that was a temporary problem, but you have to watch that sort of stuff. What has caused a difference for us management wise is we are authorized to have on hand 9 launchers.

(57)

10. Ammunition is always available, but do I think is enough, No. Comm. is a critical issue. DIVARTY is running at about 65 percent of its authorized TO&E. Shortage not tied to budgetary problems but thinks it is a supply and demand issue, there just aren't enough radios around. Night vision devices are just a DIV shortage.

(59)

Post 4 Section

7. Is there some training you can't do because of lack of resources? We can't get a "hasty decon" truck but we have everything else we need. Evaluations can't be done on NBC when the SPLs are buttoned up because you can't see if the guys have their MOPP gear on.

(64)

XXXXX What about the 27Ms? That is always a problem. We'll call in the morning, they'll show up in the afternoon and then they won't have the parts they were supposed to bring to do the work.

(68)

Post 5 DIVARTY/Battalion

12. Does MLRS cause problems with training resources? No.

(79)

Post 5 Section

7. Is there some type of training that you can't do because of a lack of resources? In some tasks that come out of the SQT manual -- like manually dropping pods -- we don't have all the tools. To be able to do a task you must have all the tools to do that or you can't do that task. Sometimes we run into a problem with maintenance fluids, but not very often.

(89)

7. Is there some training you can't do because of a lack of resources? Keeping up as an S-8 is tough because I can't get the materials and equipment to perform my maintenance. The Battery S-8 was effective but when he left he wasn't replaced. Going to the 27Ms is a real problem because they insist on super clean vehicles or they won't touch vehicle maintenance. The maintenance admin problems cause real delays in training.

(91)

1. Rockets

**Post 1                    DIVARTY/Battalion**

108 rockets per battery per year is enough ammunition. Would not request more and would not like to see less. Availability of land is a training constraint I report on my unit status report. I cannot deploy my battalion according to doctrinal distances because of this constraint at XXXXX. Land is a constraint to effective training at battalion level but is not at battery level. My small arms ammunition allocation is on an annual basis and does not account for turnover. I experience a 12% turnover every three months which translates into an ammunition shortfall. I deal with this shortfall by only qualifying during the day and familiarizing at night. Qualification ranges for crew served weapons are not available at XXXXX.

(01)

It would be nice to have more rockets to fire or a sub-cal. device or other training rocket other than the one that costs me 25k every time we fire one.

(03)

**Post 1                    Platoon**

9. 'Are there any manuals or devices that you haven't been able to get, or that you feel should be developed to make your job as front line trainers easier?' I don't have any problem getting equipment, it's called scrounging. The only resource problem I think we have is...can't shoot enough live rockets, but there's probably nothing we can do about that. Can't go to the field enough, also the land resources. The biggest restriction to training is not so much devices as it is land and all the related restrictions.

(12)

**Post 2                    DIVARTY/Battalion**

This BN needs to go to the NTC so it can be deployed doctrinally. Can't do that at XXXXX. We have probably done a better job of planning further out for land or training area use, so generally other units have to come to me for particular areas when they want to train. Regarding ammunition, we need to fire more than 324 rockets per year. Live fire places certain stresses and strains on equipment and people that you cannot replicate in the day fire mode. Not enough rockets to do firing related tasks constantly to standard. Things happen in live fire that impacts upon your time and STDs that you can't replicate in day fire. The manuals we use are the ARTEP, TC 6-60, our TSOP and platoon leaders handbook plus the 10 series manuals. We have 15 M203 grenade launchers in each firing battery and 5 in HHB. That means I have in the battalion 50 soldiers armed with the M203 grenade launchers who need to qualify annually.

(24)

**Post 3                      DIVARTY/Battalion**

7. How many more rockets would you like to have? Depends upon being able to get back into the cycle where I can take for each of our rotations that go to the NTC. If I could fire instead of 36 get it up to 54 it gives more realism to their training. You have to do something that gives the feel for more than one coming out. You don't have to unload a pod every time you go out but enough to know what it feels like. It also helps with crew confidence in the equipment as well as others like the tankers and infantry. 108 rockets at Riley is all we can handle if I don't go to the NTC, if I can go to the NTC twice a year I'd like to kick it up another 36 rockets split between the 2 rotations.

(39)

18. How many rounds does your MLRS Battery fire per year? 108 rounds per year.

(41)

18A. Is this amount of live fire the right amount? NTC and demos for visitors happens 5-6 times per year. 108 rounds is not enough because we resource NTC with 36 rounds for the platoon on rotation there. 108 rounds for the Battery for the year is not enough to attain proficiency.

(41)

19. What would you do differently if you could? I'd make sure that there was a minimum of one NTC rotation per year with enough rockets and parts to support the activity.

(41)

4. How much of a problem is the MLRS unit (in terms of logistics) to support its training? Logistics is always a problem. Getting the rockets to the right place at the right time is never easy. Moving rockets from the depot to the post, -- I don't know if that's an MLRS problem or an Army level problem.

(41)

XXXXX A battery gets 108 rockets per year. Where are those rockets kept until they're ready to be fired? They're kept in depot and we forecast usage like any other type of ammo. It's more of a problem getting rockets from the depot to NTC than to here. NTC is the best training area but it is not fully developed as an MLRS area. NTC has some times been a problem in terms of MLRS support. There is a grudging acceptance there of MLRS.

(41)

**Post 3                      Battery**

23. Battery rounds per year? 108 per yr. That's the right amount.

(44)

23. Battery rounds per year? 108 and that is about right.

(45)

**Post 3                      Platoon**

XXXXX How many times do you fire a year? We get 108 rockets allocated a year and that breaks up into three 36 rocket packages. One 36 rocket package went to ROTC and the other two 36 rocket packages went to NTC rotations. This last year we shot ROTC 36, then NTC 36, and then our field problems shot 36. Each platoon fires about three times a year.

(47)

**Post 4                      DIVARTY/Battalion**

11. 'How many rounds does your Bty. fire per year?' 108. 'In your minds eye is that about the right amount to fire?' It's comfortable. Ideally if they can fire once a quarter that will keep them well trained.

(57)

12. But we're not spending any ammunition on it and the only difference would be picking the day of the week, where they might fire normally Tues., Wed., and Thurs. and we set it to Thurs., Fri., and Sat. then some people would come in families, businessmen to watch it, but we don't shoot anything special for it. [4.1 'You said that 108 rounds is comfortable, would more rounds be any more comfortable?' I don't think so, I would be the first to say that I don't have the feel for it as the Bty. Cmdr., but I'm not sure...if they can fire that much I'm not sure how much they gain beyond that point. Possibly they gain something, but is it cost effective I'm not sure.]

(57)

9. I don't have the problems I hear other people talk about, I don't have ammunition problems, the amount of ammunition is appropriate, I'm comfortable with it, it gives them a ability to sustain a level of training by firing once a quarter and giving everybody a reasonable chance to fire a few rounds. We don't have range problems as we got approval for overhead fire so I've got about 10 launch points and the ability to create more if I want them, if I can find some way of getting rid of trees, [6.1 the only thing that keeps coming back to me is this thing with turbulence of NCDs and the fact that we have to watch maintenance like a hawk.]

(57)

10. Ammunition is always available, but do I think is enough, No. Comm. is a critical issue. DIVARTY is running at about 65 percent of its authorized TO&E. Shortage not tied to budgetary problems but thinks it is a supply and demand issue, there just aren't enough radios around. Night vision devices are just a DIV shortage.

(59)

**Post 4                      Battery**

23. How many rounds does your Battery fire per year? 108 which is 36 per Platoon, 12 per Section which means 3 rounds per quarter. A Section Chief has to live fire within 12 months to be certified.

(61)

23.A Is this the right amount of live fire? That's hard to say, but three rockets per quarter per SPL is not enough.

(61)

23. How many rounds does your Battery fire per year and is it the right amount of live fire? We get 108 rockets per Battery but it is not necessarily divided evenly among the platoons and the sections. It's not enough. We need more rockets and they need to be managed more effectively.

(62)



**Post 4                      Platoon**

5. How know how well sections can perform tasks? We follow the job book tasks -- either GO or NO-GO -- and train up accordingly. The readiness rationale says that all must have firing experience. The turnover is too great to be accommodated with 108 rockets. Section certification is the only real check. We had three live fires all last year. Dog/Pony shows takes from the 108 rockets.

(71)

**Post 5                      DIVARTY/Battalion**

11. Are the current number of rounds about right. Yes. the current number is sufficient, maybe it could be reduced a bit.

(79)

18. How many MLRS rounds a year? 108 which is not a detriment of training. It's a workable figure. Dog/pony shows come out of the 108 but we try to hold the D/P shows to a minimum.

(81)

**Post 5                      Battery**

23. How many rounds does your Battery fire per year? We get 108 per year but they're not divided equally among the platoons and sections because of turbulence. Live fires require a safety test before firing.

(83)

23.A Is that about the right amount? We could do with more. It's dangerous to fire 2-3 rockets at a time. It's safer to fire an entire 6-pack.

(83)

**Post 5                      Section**

10. Training distractors: Low fill because it very much affects your ability to train. Also, we don't get enough rockets. I would like to see more live fires because it adds realism. A SPL should fire a 6-pack every quarter. The system should be taxed to its limit. And you could rotate more people through it. If we had a stabilized crew 12 rockets per year would be enough. We need to keep 13Ms in the SPL and run the trucks and trailers like a transportation company with 88Ms. With crew stability you could get by with three rounds per yera if it was a highly competent crew.

(94)

7. Is there some training you can't do because you don't have the resources you need? It's difficult to get resources to go down range. There's a limitation on our freedom to move. Ammo on occasion. We're limited to three rockets. Money is the biggest limitation. 108 rockets per year for nine launchers is not enough. If you fire your 12 rockets in the first six months the next crew may wait 18 months to fire any at all. It would be more realistic to have a 12-pack on there. It would be closer to a wartime situation. Firing three rockets at a time is not realistic. We fire all three rockets at one azimuth. And we never download an uneven pod -- like two on top and one on the bottom which is a realistic scenario.

(95)

**2. Fuel**

**3. Ammo/ranges for Indiv and Crew-served Wpns Qual**

**Post 1                    DIVARTY/Battalion**

108 rockets per battery per year is enough ammunition. Would not request more and would not like to see less. Availability of land is a training constraint I report on my unit status report. I cannot deploy my battalion according to doctrinal distances because of this constraint at XXXXX. Land is a constraint to effective training at battalion level but is not at battery level. My small arms ammunition allocation is on an annual basis and does not account for turnover. I experience a 12% turnover every three months which translates into an ammunition shortfall. I deal with this shortfall by only qualifying during the day and familiarizing at night. Qualification ranges for crew served weapons are not available at XXXXX.

(01)

Problem with small arms ranges at XXXXX. We do not have a qualification course for crew-served weapons or the LAW. XXXXX units have priority on the M-16 ranges. We don't get the bullets (5.56mm) to meet the XXXXX Corps requirements for small arms qualification.

(03)

**Post 2                    DIVARTY/Battalion**

It could be during very busy times a training day might actually cost us \$4200. However, if you take a 12 month period, a training day cost us \$2800. We incorporate daily maintenance cost and slow period cost into surge days or field training days. Our turnover rate of 11-14% every three months impacts our small arms ammunition forecast. We will be firing 125-130% of our strength for qualification. Therefore, we include a turnover factor into our ammunition forecast.

(22)

It takes 21 40MM grenades to qualify correctly. Of those grenades, 3 are used to zero; 9 for a prequal course and 9 used for the actual qualification course. The battalion is only authorized 230 grenades. That means we can only correctly qualify about 11 soldiers rather than the 50 authorized within the battalion armed with this weapon.

(24)

**Post 4                    Section**

10. Training distractors: There is a lack of ED equipment. And small arms ammo is inadequate. There isn't enough blanks and smoke rounds. We never see MILES equipment. Never at XXXXX and it's almost as bad at the NTC. NTC was valuable but there was no force-on-force. We've only had one NTC rotation and that was two years ago. A big distractor are the last-minute taskings that interrupt our training schedule. We used to have Sgt's time every Wednesday but I haven't seen that since the turn of the year. We also catch a lot of details.

(68)

10. Training distractors: Small arms ammo isn't available. We have enough blanks but ranges aren't available.

(72)

**4. Training Aids/Devices**

**Post 1                    DIVARTY/Battalion**

The characteristics I would like to see in the new practice rocket are (a) weight as it is now because the ammunition 13M (s) need training in handling ammo. (b) Mechanical effects on the system without stressing it. (c) Terminal effects on the ground for accuracy of fire. (d) An impact predict system as the one with firefinder. This would allow accuracy of fire verification. I need a system to drive training in terms of fire missions. This would be a computer device to hard wire into the fire direction system for generating fire missions. It should also simulate the counterfire battle. Fire finder has this type of thing to generate targets for internal training. This device should generate targets in the column corresponding to what we could expect in sustained operations. That would be at the sustained, surge, and peak rates contained in TC6-60. It takes about 2 minutes to input target data for one target into the battalion's FDS. I have 27 launchers in the battalion.

(01)

To provide one mission per hour at the launcher level which is not much, requires almost a full hour of keyboard time at battalion. I would like the capability to program a hard disk in garrison with a scenario and fire missions. Then take that disk to the field and run it through my battalion FDS.

(01)

It would be nice to have a training rocket that you could measure (and see) the effects of what you are doing on the target.

(03)

Some sort of device in the SPLs that you could hook-up to drive training fire mission scenarios outside of when you are being supported by TACFIRE.

(03)

**Post 1                    Battery**

4. Short on reference material i.e. FMs, Soldiers Manuals, etc.

(05)

**Post 1                    Platoon**

9. 'Are there any manuals or devices that you haven't been able to get, or that you feel should be developed to make your job as front line trainers easier?' I don't have any problem getting equipment, it's called scrounging. The only resource problem I think we have is...can't shoot enough live rockets, but there's probably nothing we can do about that. Can't go to the field enough, also the land resources. The biggest restriction to training is not so much devices as it is land and all the related restrictions.

(12)

**Post 1                    Section**

We have enough training PODS - "that's for sure." We have everything we need for launcher crew drill operations.

(07)

14. Need a training device (pod) that can simulate loading of a loaded pod.

(08)

17. A simulator (e.g., the armor simulator) would save a lot on maintenance.

(08)

Post 2 DIVARTY/Battalion

Do you fabricate training aids? We have fabricated for live fire safety....a "whiz-wheel" that shows azimuth and quadrant. We have constructed a small arms marksmanship trainer. We got the idea from the Marine Corps. Probably because of this trainer our marksmanship scores were the higher in corps FA.

(24)

Post 2 Platoon

19. 'Training aids and manuals that you need and can't get?' We can fabricate our own, any type we need. We have a TASSO here. XXXXX is out of protractors for map reading, things like that you can't do any thing about.

(27)

11. 'You've identified destroy ammunition as something you probably need training in?' We have the manuals, but not the training aids/devices. We made some of our own out of clothes line etc. 'Have you done this sort of thing (making training aids/devices) for other things? Where do you keep them?' We keep them ourselves.

(32)

10. Difficult to get training aids (devices) via the normal route through Bn./Bty. Some of the stuff (i.e. blocks of C4) we make ourselves. Demonstrations with actual materials is sometimes available.

(36)

Post 2 Section

13. 'Is there some training that you can't do because you don't have the resources to support it?' MILES equipment, everyone didn't have it. Lack of armor to aggress the SPLLs most is mounted infantry (lacks realistic.

(28)

14. 'What are the hardest task to train at the section level?' ED (emergency destruction). We don't have the resources (simulator kits) for it. Some have made up their own kits but according to them they lack realism. Many of the troops lack understanding of the power of a block of C-4, need exists for a demonstrations using actual demolitions to show the destructive power of C-4 on equipment. [1.2CTT training that goes with section level training is a problem. It would be easier to have a group of people teach the task.]

(28)

13. Training in Hasty Decontamination is needed, but we can't get the gear from Bn. Another problem is all three Btys. wanting training on the same things puts a strain and drain on resources available.

(29)

6. Training aids are in demand and hard to come by, most are made by the user. To get training aids you must be on a signature card to draw them (if they are available) and only a few people are on it (XO, Plt Ldr, Training O). Many times they are not around to draw them when they are needed. General feeling is that more training aids and better access to them is needed.

(29)

6. 'What is there about destroying ammunition that is such a prickly subject?' No training or training equipment. 'This is sort of a hands on kind of skill?' Yes. I would like to get a hold of some actual C4 and go out to the Demo. area and blow something up to demonstrate the what C4 can do and also let them see first hand how things are done step by step by the numbers. (This idea has not been presented to the new Bty. Cmdr.) However, I don't think we are allocated any C4.

(30)

15. 'Is there training that you can't do because you don't have the resources to support it?' Flares, blank ammo. [6.5.1. and parts for the vehicles.] Supply system is not running right to get the parts we need.

(33)

13. Training aids are available, so they are not a problem.

(38)

Post 3 DIVARTY/Battalion

11. What additional training support products do you need? MTEP manuals. Honestly, we don't get that involved in their training because of the level of our expertise. [6.5.1 It's interesting, though, that when we do a dry fire everything always works. When we put rockets on the pod at NTC and tell them to go to point A and fire it doesn't always work.]

(41)

4. Are you responsible for material that is used for training, e.g., simulators, . . .? Only if there is a problem getting them out of the ASP?

(42)

Post 3 Platoon

11. Any training aids or manuals or other things you can't get to train with? 6-60s are hard to get. There aren't enough copies around here.

(46)

Post 3 Section

6. How often does your section train as part of battery training? Not in two years. In Germany all the time. A PMCS on simulator pods is hardly ever done.

(51)

**Post 4                      DIVARTY/Battalion**

11. 'What additional training support products, including manuals, SOPs, documents, simulators, simulations, and training devices do you need?' I think that one of the most useful tools would be some thing similar to ITS to generate fire missions into Bty. FDC. Ammunition in the way of training aids to enhance the resupply. I think that (ammo. resupply) is going to be one of the biggest challenge, next to communication, that that unit is going to have to face in a tactical environment. Resupply is going to be a significant problem, I don't know if there's a better way to train on that or not. Those guys have to be well trained in Land Nav. These guys are going to be traveling over long distances.

(59)

9. 'What do you give to the MLRS trainers/what do they work with, including manuals, SOPs, simulations, simulators, training devices, etc.?' Well, there kind of a stand alone unit as far as having their own pubs. account, orderly room, PAC clerk and things like that. We do provide them some manuals that pertain to them the DIVARTY TACSOP that they have written their own...there's are very little in the way of training simulators or training aids that apply to MLRS specific skills. We have provided things that go back to the common skills type things. 'Let me ask a specific question with regards to the task of destroying ammunition, are there any training aids like demo. kits?' We get a very small amount of ED material that we can use...

(59)

4. Are you responsible for materiel that is used exclusively for training? Most of the time the batteries handle that, but I help coordinate if things get difficult.

(60)

**Post 4                      Battery**

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

**Post 4                      Platoon**

10. Are there training aids you need but can't get? We don't have any explosive demo kits but we can improvise and substitute to get around that problem. A fire control panel simulator would be nice to have. Sandbox training helps because the soldier can walk through the whole process. But in the field you force the real situation, like -- how do you turn around a 55 foot rig on a one lane road with ditches on either side? Well, you can't do it so you gotta stay and fight.

(63)

11. Any training aids you need but can't get? It's not a big problem getting training aids.

(67)

4. A Platoon task list handout: Destruction of equipment needs a lot of classes which would probably do it -- bring the guys up to speed. The homemade ED kit has a lot of missing parts. Also, hasty chemical decon is very complicated. We never practice it

(67)

11. Any training aids you need but can't get? Not really. It's pretty good.

(71)

Post 4                      Section

7. Is there some training you can't do because you don't have the resources? Our ED kit is not what it should be. There would be a lot of value in using MILES equipment.

(65)

10. Training distractors: There is a lack of ED equipment. And small arms ammo is inadequate. There isn't enough blanks and smoke rounds. We never see MILES equipment. Never at XXXXX and it's almost as bad at the NTC. NTC was valuable but there was no force-on-force. We've only had one NTC rotation and that was two years ago. A big distractor are the last-minute taskings that interrupt our training schedule. We used to have Sgt's time every Wednesday but I haven't seen that since the turn of the year. We also catch a lot of details.

(68)

7.A What training can't you do because of a lack of resources? Emergency Destruction. Our homemade kits are hard to find and regular kits are nowhere. We've seen actual destruction only once in four years. With the homemade kits we just walk through the ED exercise.

(68)

XXXXX What about the school, -- what does it need? The guys come from the school with good basic skills. It's our job to refine them. My training platform is the SPL itself. We don't have any simulated control panel like the school has. I wish we had simulators because we could save a lot of money. We need simple simulators -- no big deal. Part-task trainers.

(68)

1.A How train on weak tasks? We need training aids to work on destroying ammo. Right now, we have to improvise. We need the regular ED kit. We only have one homemade kit that circulates among the sections.

(69)

7. Any training you can't do because of a lack of resources? Except for the ED kit nothing I can think of.

(69)

7. Is there some training you can't do because you don't have the resources to support it? Not really. We improvise when we need something and we can't get it. We put together our own ED kit.

(72)

7. Is there some training you can't do because of a lack of resources? We pretty much have what we need, but there is only one Claymore kit in the platoon and we have to wait to train on it.

(73)

10. Training distractors: Problems with ED and com-sec have a real impact on the quality of training.

(74)

7. Is there some training that you can't do because of a lack of resources? Commo equipment -- we have lousy tech tapes. If we had video it would be great. And the ED stuff. WE could do more better if the resources were available. We've put in the paperwork to get stuff but in the meantime we just improvise.

(74)

Post 5 DIVARTY/Battalion

10. Training resources list handout: We can't get night vision goggles for the drivers. And training guides and SQT manuals are available about half the time.

(81)

Post 5 Platoon

11. Any training aids you need but can't get. Manuals are always a problem. There's a lot of good stuff on order but it takes over a month. ED stuff we can't get so we make our own. Sometimes it's easier to improvise than order stuff.

(84)

11. Any training aids you need but can't get? Anything we can't get we can make for ourselves. If we need something a week or two in advance is all that is required to get it. It hasn't really been a problem.

(88)

11. Are there training aids or manuals or other things you need but can't get to train with? Training simulators would be useful because they're much less susceptible to breakage and they're very cost effective, -- something to let us run fire missions. A SPL with programmed faults to provide training, -- to prevent a fake problem vs. an expensive part to replace. Nothing has been denied to us when we requested training aids although there has been a problem with getting a revised TC 6-60. The ARTEP has helped more as a document although it is not as good for operational skills.

(92)

Post 5 Section

1.A How train up on destroy ammo? It would help to obtain the proper material but that is very difficult. Skill level 3 should know this.

(85)

1.A How train up on destroy ammo? Try to get the equipment for that. I've never trained with explosives so I'd try to coordinate with the engineers.

(87)

7. Is there some training that you can't do because of a lack of resources? There are some equipment items that aren't all there. We don't have an ED kit and our makeshift kit is missing some items. We simply try to make do from the book.

(87)

7. Is there some training that you can't do because you don't have the resources? a Comsec stuff, and lately POL has been shakey.

(90)



1.A How train up on destroy ammo? During team training try to get a demolitionkit or improvise one. I'd look at the job book and the SQT and observe in cross-training tasks and train on the weaknesses I spotted.

(93)

7. Is there some training you can't do because of a lack of resources? FTXs because they just don't have the money. And emergency demo because we don't have a demo kit.

(93)

1.A How train up on destroy ammo and prepare/respond to a nuclear attack? We would conduct section training on any of those items. I have the freedom to train my own selected tasks. We schedule an area and work through it. There are no training aids available within the unit for those items.

(94)

1.A How train up on destroy ammo? The problem is we never do it. We need to read the book and just practice it. We've never seen C-4 blocks here.

(95)

## 5. Training Materials

Post 1 DIVARTY/Battalion

Short a lot of the manuals and training guides.

(03)

Post 1 Platoon

I have never seen the ARTEP-MTP. I have seen TC6-60.

(06)

9. 'Are there any manuals or devices that you haven't been able to get, or that you feel should be developed to make your job as front line trainers easier?' I don't have any problem getting equipment, it's called scrounging. The only resource problem I think we have is...can't shoot enough live rockets, but there's probably nothing we can do about that. Can't go to the field enough, also the land resources. The biggest restriction to training is not so much devices as it is land and all the related restrictions.

(12)

8. Soldiers Manuals are in short supply.

(16)

Post 1 Section

HOW WOULD YOU FIND OUT HOW TO DESTROY AMMUNITION? I'll ask my people -- other sections to see how they do it. When we go to the field, we train on stuff like this and when we get back if they tell me I'm all messed up on this then we train up to learn that task. (4.1 It's kinda hard for me to get an ARTEP manual.) Also I make my own evaluation.

(14)

6. Books (documentation, TMs) do not always cover all the problems that go wrong with the system. 6.5.3Contact teams do not accompany them to the local training areas (2400 Area) or vehicle park area for training.

(19)

**Post 2                      Platoon**

19. 'Training aids and manuals that you need and can't get?' We can fabricate our own, any type we need. We have a TASSO here. XXXXX is out of protractors for map reading, things like that you can't do any thing about.

(27)

11. 'You've identified destroy ammunition as something you probably need training in?' We have the manuals, but not the training aids/devices. We made some of our own out of clothes line etc. 'Have you done this sort of thing (making training aids/devices) for other things? Where do you keep them?' We keep them ourselves.

(32)

**Post 2                      Section**

9. 'Are there training aids or manuals or other things that you need but you can't get to train with?' Publications are short. Plt. Ldr. ordered publications in March/April of 1988 that haven't been seen yet. Each Bty. should have a library/training center with manuals and training devices/aids. S-3 is trying to make a learning resource center within the Bn.

(30)

14. 'What about training aids or manuals or other support items you need but can't get?' We have a hard time getting updates (changes) to manuals. Common task manuals, there are about 10 in the Bty. every soldier should have one.

(34)

12. Never have enough manuals to get copies down to the Bty. level or certainly at the Section level.

(38)

**Post 3                      Battery**

22. Any particular training materials that you have not been able to get? No -- never been a problem.

(44)

22. Any particular training materials that are hard to get? 6-60s are hard to get. Individual soldiers manuals are impossible to get. 13M MOS Soldier's Manual is hard to get.

(45)

**Post 3                      Platoon**

A. How do you work around that? We have draft copies and I have a book downstairs that has lesson outlines of tasks.

(47)

11. Do you get the training aids/manuals that you need? 13M soldier's manuals have been on order for a while now.

(47)

11. Are there training aids/manuals you need that you can't get? We need more ARTEP manuals. We only have a draft of the battery ARTEP. We don't have the current ARTEP manual.

(48)

10. Are there training manuals that you need but can't get? Manuals are in short supply. Our -10s for the carriers and the launchers are beat up. We've got them but we have orders in for new ones.

(56)

**Post 3                      Section**

XXXXX What about manuals? There is no problem getting manuals here.

(51)

7. Is there some training you can't do because of a lack of resources? 6-60s are very scarce. I had to borrow a new one for the last live fire. It was on the shelf in the BC's office. I've never seen a communications manual. The commo manuals that we're using were designed for a HUM-V configuration.

(53)

**Post 4                      Battery**

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

22. Are there any particular training materials that you need to help you with your training? We need a Battery computer training system which is a big problem area, but I don't see any way around that problem.

(62)

**Post 4                      Platoon**

XXXXX How would you rewrite the 6-60? You should use experienced people to re-write the 6-60. It was written out of the XXXXX environment.

(63)

**Post 4                      Section**

2.A How know who needs training in what areas? I review the job books all the time, but we've had trouble getting job books.

(68)

**Post 5                      Battery**

22. Any training materials you have been unable to get? Not materials so much as land. We have a limited impact area.

(83)

**Post 5                      Platoon**

11. Any training aids you need but can't get. Manuals are always a problem. There's a lot of good stuff on order but it takes over a month. ED stuff we can't get so we make our own. Sometimes it's easier to improvise than order stuff.

(84)

11. Are there training aids or manuals or other things you need but can't get to train with? Training simulators would be useful because they're much less susceptible to breakage and they're very cost effective, -- something to let us run fire missions. A SPL with programmed faults to provide training, -- to prevent a fake problem vs. an expensive part to replace. Nothing has been denied to us when we requested training aids although there has been a problem with getting a revised TC 6-60. The ARTEP has helped more as a document although it is not as good for operational skills.

(92)

10. Are there training aids or manuals you can't get to train with? I can't get HEMAT manula updates. I've been told we're getting new HEMATs in. We only have the old CTT manuals and we don't have enough of those. We go by 24-4.

(96)

10.A How have you gotten around that problem? We don't. We just have to wait until a book is free. The shortage of manuals extends training time. It's the same way with the SQT manuals. Either group studies or not at all. Scores dropped at the last SQT because there is not enough opportunity to study.

(96)

**Post 5                      Section**

5.A Are you able to take advantage of all the training time with the platoon? It's about 50% effective use of the time. I'm S-8 but haven't done an annual because it's hard to get updated TMs.

(91)

XXXXX Anything you can suggest that we haven't touched on? Yes. The cadre course needs to be improved if an E-6 is to go straight to a SPL as a Cheif. The same with ammo. Also, an ARTEP is a paper chase. two hours after we started the Colonel radioed that everybody was dead except for two SPLs so we started all over. It's not a fair evaluation of what a Battery can do. It's only so command can display apparent unit readiness and competency. We had only three days to train up for it. With the SQT there is only one way to do it and that is by the book. The SQT goes by the most recent manual change which I don't have. We resubmit the order but we still don't get it. You have to go by change numbers.

(93)

4.B How valuable is time spent trainig with the platoon as compared to the section? It's more valuable with the section. There's too much standing wround with the platoon in the field. Follwoing the book is boring. Actual experience is more meaningful. We use shortcuts because the ARTEP standard doesn't match field expediency.

(97)

**6. Money (costs)**

**Post 1                      DIVARTY/Battalion**

1. Costs of field training is dependent upon weather and its effect on the equipment.

(04)

2. Can expect to retrack up to one half of the fleet every year. Cost to retrack one vehicle is approximately \$10k.

(04)

**Post 1                      Section**

8. There is not enough field time to train to proficiency. Would like to have at least one week per month.

(17)

Post 2                      DIVARTY/Battalion

It could be during very busy times a training day might actually cost us \$4200. However, if you take a 12 month period, a training day cost us \$2800. We incorporate daily maintenance cost and slow period cost into surge days or field training days. Our turnover rate of 11-14% every three months impacts our small arms ammunition forecast. We will be firing 125-130% of our strength for qualification. Therefore, we include a turnover factor into our ammunition forecast.

(22)

The key to preparing and defending our budget is training day cost. We program 35% of our budget in both the first and second quarters and 15% in the third and fourth quarters. If someone tells us to go into the field for unprogrammed training, I can tell them the cost and someone has to come up with the money. When someone wants to take dollars from me in the fourth quarter then "how many training days do you want me to cut?" The dollar takers would rather cut section level training to get money rather than a battery training day. We have never been faced with anything that couldn't be equated to training day requirements. The training day is really a common denominator because it not only includes that day in the field but all the other days in between from the last time we went to the field. It includes all the admin stuff in between. Nice thing about it is it evens everything out.

(22)

This method resulted in a firing battery training day cost of about \$2800. We then add programmable non recurring to the two training related categories and that is the budget we submit to corps. The "Trainer" or the battalion commander determines the amount of training necessary to bring the battalion to a USR rating of C1 for training during next fiscal year. I then take that as a requirement to get enough money to fund the required training days to reach C1 for training. If in the budget process we get cut, then more than likely the cut will be in nonrecurring expenses not operational recurring training days. I don't know of any training days we have had to cut from lack of funds. Last FY we had to defer some maintenance to give someone else funds. We also held some priority 12 requisitions until end of FY funds became available. Our training day cost is site specific. We use more spockets and have more engine work than the XXXXX battalion because our soil has more sand.

(22)

We have developed a battery training day cost model which we use to develop our budget for presentation to XXXXX corps artillery. In preparing the budget we really have three options. We could take FORSCOM's average figures on what they expect it cost per day for a MLRS battery to train. As I recall, they figure about \$4000-4500 per day but that is more than we need. The reason might be because our equipment is newer than they are using in the averages. Many of the expensive items are PMMA funded like the stabilization reference package which cost about \$150K. If they were not PMMA funded, our budget would be out the window quick. The second option would be making cost estimates for the various levels of training such as individual, section, platoon and so forth plus estimates for various subject areas as NBC, marksmanship and so forth.

(22)

We use a third option for which we developed the battery training day cost model. A firing battery training day cost about \$2800 and the rockets are about \$6K. Our model has two major categories. Recurring with the biggest areas being POL and class 1X repair parts. The second category is operational nonrecurring. These could be training related items such as an antenna group which was not a TO&E item but have the authorization to purchase it. Other examples might be a buy of M17 masks or gas cans. The reason we include operational nonrecurring is something like this year's purchase will be needed next FY. We don't know what it will be but the need will exist and the funds will be available. Our computations are based upon 18 months of historical data. From when the battalion was formed to the end of last fiscal year. We simply add total expenditures for these two categories and divide it by the total number of battery training days the battalion was in the field.

(22)

1. Based upon experience the dollar expenditures are about right for an MLRS battalion. Recent costs have been a bit high because of the complexity of our equipment.

(25)

2. Large differences in expenditures between batteries rises from the troops PMCS identifying faults that require repair/replace events.

(25)

**Post 2 Battery**

1. 'Have you been to NTC or REFORGER?' (1.12) Unfortunately we have not. We were scheduled for last year, but money and limitations as far as numbers of units that could go stopped us.

(26)

**Post 2 Section**

23. Question was something about how often the Bty./Plt. went to the field???? It was determined that the Battery had gone to the field every month (at least once if not twice) since it started up with the exception of Oct. 88 and Nov. 89 (money shortages). Field work so far in 1989 has been cut back a great deal from around Feb. on.

(33)

**Post 3 DIVARTY/Battalion**

2A. High/low/about right for an MLRS Battery? They ran through peaks and valleys; if there were some particular event on the calendar the expenditures would peak, otherwise they tend to be pretty steady.

(42)

2B. High/low/about right for a cannon Artillery Battery? It will tend to peak right before going to the field and another peak right after coming back and then it will even out.

(42)

3. Is this MLRS Battery a particular difficult unit to support? No. We had one launcher that kept going down and we had to send it out for a rebuild after a fire warped its frame. We have the oldest launchers in the Army. They're well maintained. They need ballistic glass but we can't afford that. It's like, -- \$3000 a window.

(42)

XXXXX Can these costs be associated on a timeline basis with major training events that the MLRS Battery conducted or participated in? Can we get such a breakout? It can be done; I'll have to get together with the S-3. I have Bravo 6 down there by weekly expenditure.

(42)

**Post 3 Platoon**

XXXXX What's the toughest thing in training...? Funds. Not enough money to buy spare parts. Downtime can run a week. That, and land to practice on.

(48)

**Post 3 Section**

XXXXX So if your launcher is broke, what training can you do? With the money situation the way it is we can't go to the field, except maybe once a year, so most of the training is done on those five hours on Thursday morning.

(49)

XXXXX Can you elaborate on the condition of the SPL? The SPL has been down about two years now. There are two deadline features on the LLM. I can't even get in there to do a PMCS on my SPL. There are 3-4 deadline features on the carrier alone. There are two safety violations in there. Harmful gases are coming out from the final drive door. I keep hearing rumors that we're going to get new SPLs but rumors are rumors. All I know is that I am not combat ready because we don't have the money to buy a damn part. I can't go to war with what I got.

(49)

7. Is there some training you can't do because you don't have the resources to support it? Lack of funds is always a problem. Otherwise, we'd have the whole battery out here doing firing missions two or three times a week.

(51)

We've been sent to NTC -- only one platoon goes to NTC because that's all the money we have for training.

(52)

1.A How train on weak tasks? Destroy ammo: We need more Equipment Destruction classes. We had training aids in Germany but there aren't any here.

(52)

10. Training distractors. A lack of funds means that we can't take our launchers out for training 'cause if something breaks we can't buy the parts to get them fixed.

(53)

XXXXX What could you do here? There's a money problem here.

(54)

1.A Hang fire procedures: How train on weak tasks? During Sgt's time. We had a hang fire once during CAPEX last year. Getting time to train is very difficult. Divarty cuts into our training time. We're so limited in training time that we tend to concentrate on key issues so that some of the other things don't get attended to. Time and funds restrict training to dominant tasks. Without funding and areas to train in we can't meet our training objectives.

(55)

7. Is there some training you can't do because you don't have the resources? Everything, basically. These things are going to break and when they do it takes equipment and parts to fix them and that means funds which we haven't got.

(55)

#### Post 4 DIVARTY/Battalion

1. 'What unique situations arose when the MLRS was introduced into DIVARTY?' I was not in command when the Bty. was fielded, but has given the DIVARTY XO the MLRS supervisory position he oversees the operation of MLRS including maintenance and acts like a commander. Other situations include the expense factor as they are moderately expensive to operate. Maintenance wise you have to keep on top of it because they are so low density, you can't drop one of those and forget about it you just have to keep on top of them.

(57)

3. 'Does the MLRS Bty., or part of it, participate in training at NTC, REFORGER, or other OCONUS training?' We got them to NTC about a year and a half ago and it really worked well. The biggest constraint we have...and we can do that, there are provisions for us to be able to get them or parts of them to NTC, funds permitting, and that's our biggest concern. The NTC package that funded by FORSCOM does not include MLRS slice per say, it's an optional addition that we would have to bear the brunt of funding for transportation to and from NTC as well as the people. 'DIVARTYs nickel?' Exactly. When we went the last time with these guys it was DIVs. nickel because they wanted a force multiplier out there. But the budget doesn't allow us to do that on a consistent basis.

(59)



4. 'Any specific problems with POL or spare parts?' POL none, except the cost of doing business in a field environment and what it costs to keep that available. Spare parts, none that I'm aware of. It seems as though when ever we do have a maint. problem that's parts related to the DS folks and the MICOM LAO do a good job to running those to ground. I don't know of a situation where a SPLL has been down for a exten...long period of time waiting on a part. We have a 'float SPLL' on the installation too that helps.

(59)

4. 'How much of a problem is the MLRS unit in terms of making training time, training areas, ranges, ammo., POL, maintenance areas, spare parts, etc. available to support training?' The biggest problem...they are very expensive...everybody could always use more money and that's certainly the case here, but they are maintenance intensive and it seems to run in cycles for what ever reasons, and all of a sudden he's got a lot of maintenance problems and these are cramping his ability to train. Also when his FDS goes down he also has a serious problem that affects his ability to train. 'Do you know if those maintenance problems are related to the carrier the launcher or both?' I'd say both. There seems to be an even distribution between carrier and LLM problems.

(59)

7. 'Does MLRS introduce any unique problems to managing training and evaluation?' It does to the extent that there's no built in expertise from which we can draw to give them a quality evaluation. We have to go outside the Div., XXXXX or XXXXX where there are MLRS units, and have those people come in and give us MLRS technical evaluations and assistance...that's expensive.

(59)

1. What expendable training resources did the MLRS Battery use for Class IX - Spare Parts? For this fiscal year they are just about right on with their expenditures. Their Supply Sgt. or their Executive Officer can show you their records.

(60)

2. Were the expenditures about right for an MLRS battery? Yes, they were just about right.

(60)

2.B How did these expenditures compare with a cannon battery? They were much greater. Class II and IV were about the same for both cannon and MLRS, but MLRS is much more expensive to maintain for their vehicles and their launchers. The unit CO comes up with a dollar figure and we give him what we can. Also, there is supplemental funding when available.

(60)

3. Is the MLRS Battery a particularly difficult unit to support? It's not difficult, but it does require special consideration because of the equipment costs. If cuts become necessary we don't take it from MLRS because they're the greatest firepower multiplier

(60)

4.C Do you have to turn down requests for support because of funds or manpower? Yes. Both as general and as special MLRS requests. But infrequently for MLRS.

(60)

5. Are there any particular problems keeping MLRS equipment operating for training? The tracks are a big big problem for the SPLs. Others, I'd have to go through the 2460s to say. It costs about \$5000 per month for tracks. They're constantly replacing shoes.

(60)

**Post 4                      Section**

XXXXX If you could make a wish list for changes what would you put on it? Getting parts. Give us enough money to get what we need.

(76)

**Post 5                      DIVARTY/Battalion**

1.A How do you track ammo, maintenance, and parts to determine training cost by category? Ammo comes out the the S-3 shop. We handle real world ammo. Maintenance is normally kept at the Battery level. Parts we don't track here. Battery fills out their report at the end of each month. We get a weekly budget report from Battery and I have a rough estimate of what they spend by the week, month, and quarter. We look at historical data to track costs for training exercises. It will cost from \$2300 to \$5700/day for a training exercise.

(82)

2. Are MLRS expenditures about right? Yes, they're about right. We budget \$200,000/yr for MLRS operations not including ammo or POL. The actual costs run 3-5% higher than projected. We were under spent the 1st quarter and over spent the 2nd quarter and it looks like we might go over a bit at the end of the year by 5-6%. Divrty will will spend at least 100% of its budget. Our goal is to support all training requirements.

(82)

**Post 5                      Platoon**

XXXXX Is the school getting the job done? The school has cut back on training. They need to do more maintenance training at the school house. There are son many things on a launcher that can go wrong. It's not a parts problem, it's a money problem. The Battery CD has got to be a budgeteer.

(84)

**Post 5                      Section**

7. Is there some training that you can't do because you don't have the resources? a Comsec stuff, and lately POL has been shakey.

(90)

7. Is there some training you can't do because of a lack of resources? FTXs because they just don't have the money. And emergency demo because we don't have a demo kit.

(93)

## J. Idiosyncratic Local Schedules

Post 2                      Platoon

6. 'When is Sgts. time?' Don't have it here. Old BC would not permit putting Sgts. time, A&R, CTT, or anything like that on the training schedule. Some of the other Btys. are doing it, so who does it fall on, B Bty.? Everybody is afraid to try,... got to much micro management. 'How about Thursday, what goes on on Thursday?' Things like drivers training... The thing about the typical week here at XXXXX, is you really don't have any, with the Corps being so generous with training holidays that it gives so we have a lot of four day weeks between field exercise in the middle of the month....there is no typical training cycle.

(27)

## K. Personnel Quality

Post 1 DIVARTY/Battalion

I feel the MLRS soldier is a cut above the average in the army. That is probably because of the high tec nature of the weapon system.

(01)

Recruiters have told me the 13M requires higher entry level scores than many other MOS(s). That is probably because of the high TECH nature of the equipment and with higher scores, it makes them quicker learners.

(02)

The troops are "great" across the board. The morale is great.

(02)

Post 3 Battery

XXXXX Maintenance support problems? To bring 27Ms to NTC takes special paperwork and then you have to beg them to fix our stuff. So there is a big time loss from breakdown to repair.

(45)

Post 4 DIVARTY/Battalion

9. 'Aside from the turnover and turbulence problems, with the types of troops that you are getting, does that affect your training in any way?' No I don't think so. We're probably a little more careful with that Bty. than any other who we put in it officer wise. NCOs are pretty much cut and dried, they either come to the MOS or they don't. We put more experienced solid citizen type officers in it. To this point we've always put the commander in that has successfully commanded once here, so we know what he can do. I don't know if I'll be able to afford to do that in the future, because they have taken away a Bn. here so we don't have an over abundance of Cpts. at least for a while.

(57)

Post 4 Battery

7.A How do you use information about individual performance and skills to develop your training program? I look for weaknesses. For the 13M, the biggest problem was ammo. New guys go to ammo first so 60 - 70% of the 13Ms in ammo are under marginal NCOs.

(61)

Post 4 Platoon

XXXXX What about 27Ms? We need more leadership involved with those guys. That could get a lot better. The S-8s might be better. MLRS need a WO who is a tech in these systems that works with 27Ms.

(67)

## **L. Personnel, General**

### **Post 1 Section**

4. General concern with the level/quality of training that the 27Ms get. Many basic system problems are not delt with and corrected in a timley fashion. They can replace a component alright, but there seems to be problems with their (27Ms) ability to troubleshoot.

(18)

8. Drivers need to have more time driving. About the only driver training comes during their field exercises. Need more night driving, don't get much of this at all.

(18)

2. New soldiers are more trainable, reclassified personnel (mostly senior E-4 - E-6) are harder to train-up as they are locked into a thinking pattern.

(19)

9. Driver training for new troops is a big consumer of training time. AIT does not train and licence drivers. If they did it would help the operational units.

(19)

6. Need to licence new troops fresh out of AIT ASAP. Maybe AIT could licence them to save units a lot of time.

(20)

### **Post 2 DIVARTY/Battalion**

4. 27M placement is a problem. The system would be better off if the maintainers were resident with the MLRS units and not the DSU.

(25)

6. If the 27Ms were in the MLRS units down time would be reduced. Vans (mobil tool/parts containers) are in short supply in the maint. unit so the 27Ms do not have the capability to carry replacement parts with them. If they don't have the correct gear with them they have to go back to the maintenance area to pick up what ever they need to make the fix.

(25)

### **Post 2 Battery**

15. Maint. (27Ms) is a problem because they are a seperate unit. If the 27Ms were assgined to the unit equipment would come up faster.

(31)

8. Maintenance is a problem. Currently we have 4 SPLs down. 27Ms should be attached to the batteries. Lack of control of the maintainers is a real problem.

(35)

### **Post 2 Platoon**

12. 'How much is maintenance on the track and how much on the launcher and what of it do you do?' Did not get an answer. 'How many S8s do you have?' 1st Plt. 2, 2ndPlt. 2, 3rdPlt. 2. If you wait for maintenance personnel you might wait for two-three days so you go in and do it yourselves. Every launcher chief has... can do all the S8 checks.

(27)

14. 'Real quick down and dirty, what do you think about the 27M support?' Stinks. They should be part of the Bty. You could have more control of them and service would be faster.

(32)

14. Lack of confidence with 27M (maintainers) training to effect repairs on the system. Things would be a lot better if the 27Ms were assigned within the MLRS units.

(36)

**Post 2                      Section**

14. New troops fresh out of AIT need specific training on their assigned position.

(29)

11. 'What do newly assigned soldiers right out of school need training on most when they report to your section?' [7.1 Driving vehicles. From what I understand they get very little hands on driving experience. With the limited exposure they get they don't retain anything.] The first thing we hit is drivers training. 'How do you do it?' In the field. It's a long drawn out process getting a soldier licenced. A lot of times it's a catch as catch can situation getting him licenced. A soldier can be licenced, a legal licence, in the eyes of the Army to drive a vehicle, but he is not allowed to drive a vehicle in the Bn. unless he passes the Bn. certification test which tacks on that much more time and effort.

(30)

7. [6.2 When they get here they are all good hard to go soldiers. When they get here they all go to Ammo. first.] New soldiers (E-1 and E-2) get bad attitudes fast in MLRS and they don't want to be here anymore. 'What do you think is causing the bad attitudes?' I don't know, maybe it's the section chiefs, or they're newly married and don't want to be away from their family on weekends in the field, it could be a number of things.

(33)

15. 'What about the soldiers coming out of AIT what do you think about the training at AIT?' They are trained well on the SPLL but not very well on the HEMTT and Ammo. is the first place he's going to go when he gets here. 'How ready is this guy to go to work when he gets here can he go to the field and function?' He won't have a drivers licence, and he won't have good Land Nav. skills, but he's going to be paired up with an experienced soldier anyway.

(34)

8. What's the hardest tasks to train at section level? Drivers Training. Every time I get a new driver he doesn't really know how to handle the vehicle but he has to get his license before I can really teach him what he needs to know and getting a license is a real hassle.

(37)

2. Vehicle operating licences are a priority. AIT does not licence troops and that's a unit level problem because of the time it takes to get a new troop licenced. Ammo. Plt. has 19 vehicles and they can only field 8 or 9 of these because of the licence situation.

(38)

5. AIT training on vehicle operations is lacking in detail. New troops can't come into the unit and go to work, additional training is needed.

(38)

Post 3 DIVARTY/Battalion

14. Do you have any unique personnel problems with MLRS? 27Ms sometimes because we don't own them.

(39)

15. If you did own the 27Ms how would that improve the training efficiency? As long as you have a good relationship with the DISCOM commander I don't think it makes a difference anyway, because when I need them I get them anyway. I have had no problem getting the 27Ms to go to the NTC or anything else. With the relationship we have with the support command I don't think it would make any difference having the 27Ms in the MLRS Bty. or not. If any problem does exist with the 27Ms it would be the ratio of NCOs to troops (there are fewer NCOs to supervise the Privates).

(39)

16. How's the quality of their background, do they know what they need to know to do their jobs on the launchers? (I think the question is directed at the 27Ms) Anytime you have the youngster that has just come out of training base they are still veryvery "green." He has seen most of the things that you do on there before, but has not done a lot of them, they have to get some experience. Sometime if you have too many of that category...for example, we had some hoist cabling problems and the wiring had to be replaced and some were damaged by young inexperienced 27Ms putting them back on again, you have that type of problem just as you can have with the inexperienced crewmen (launcher) hoisting something up wrong(?) and damaging something.

(39)

3. How do you work the 27Ms in terms of type of agreement? They belong to DISCOM(?) they pretty well work with us, they're in my motor pool all the time.

(39)

4. What kind of unique personnel issues for MLRS? If there is a problem it's all been with cannon battalions.

(40)

Post 3 Battery

XXXXX Do 27Ms know what they're supposed to know to do their job? I think they do but I'm glad you hit on that. Somebody's out to lunch on that. 27Ms being a direct support maintenance unit is no way. They need to be attached out to an MLRS unit. You need to have some 27M people that are in your unit.

Why? Because if not they're serving two masters. If something is broken and you need folks to fix it they say, sorry -- I can't do it, I'm on special detail. They need to be right there with that Bty CO in that unit. You could still have some 27M personnel that are in the direct support unit but to have 3-4 27M people in that battery is a must! Somebody needs to get this direct support thing under control.

(44)

S-8s need to work with the 27Ms -- but only the 27Ms can touch everything.

(44)

**Post 3                      Platoon**

27Ms are not adequately trained and they aren't attached to the unit which is a problem.

(46)

2. How know how well platoon can perform tasks? Well right now I have a whole bunch of new troops fresh from AIT.

(48)

XXXXX How do you plan to get them trained? Well here lately we have been going out on platoon problems, but the biggest problem has been trying to get land. We've been going to Division but so far we haven't had any luck. [1.2 We've worked on basic fire missions and reload -- that sort of thing] -- [5.0 but these guys still haven't gotten their learner's permits for their driver's licenses.]

(48)

XXXXX How long has it been taking you to get driver's licenses here at XXXXX? Army regulations state that they should have 40 hours of training and also that local regulations will apply. At the end of that time some of them can handle it but some of them are lost along the way.

(48)

XXXXX What do the newly assigned soldiers need the most. Driver Training. We have to do a lot of work.

(56)

**Post 3                      Section**

5. Have you done any platoon level training. . .? We did some last week. On Tuesday we did some platoon level training and there was supposed to have been some on Thursday and Friday but I wasn't here then. But the Platoon is making strides to get the driver's licenses. We had driver's training yesterday.

(49)

XXXXX Of the eleven required drivers, how many are actually licensed? Only one is licensed. When the section changed over, they're refusing to do this stuff because he doesn't want to have his paperwork all messed up. We're supposed to be combat ready, -- we're supposed to be mobile. XXXXX is supposed to be ready to go anywhere within 24 hours notice.

(49)

XXXXX In the month that you have been here, and in the month that you have had a driver without a license and a gunner who has been in position for a month, what kind of cross-training have you tried to do, if any? I have not done any at all.

(49)

9. What do newly assigned soldiers, right out of school, need training in the most? Driving. Driving.

(51)

9.B How does he get that training? He starts with a standard driver training class that introduces him to the basics. Then he moves on to the MLRS pad which is a small strip 200 yards wide that allows him to practice the basic stuff. Then we'll take him out on the post.

(51)



9. What do newly assigned soldiers, right out of school, need training in the most? Drivers Training. They don't get enough opportunity to drive the launchers.

(54)

9. What do newly assigned soldiers, right out of school, need training in the most? Familiarization with the equipment. Driver training.

(55)

Post 4 DIVARTY/Battalion

9. 'Aside from the turnover and turbulence problems, with the types of troops that you are getting, does that affect your training in any way?' No I don't think so. We're probably a little more careful with that Bty. than any other who we put in it officer wise. NCOs are pretty much cut and dried, they either come to the MOS or they don't. We put more experienced solid citizen type officers in it. To this point we've always put the commander in that has successfully commanded once here, so we know what he can do. I don't know if I'll be able to afford to do that in the future, because they have taken away a Bn. here so we don't have an over abundance of Cpts. at least for a while.

(57)

3. 'Do you formally keep track of turbulence in the MLRS Bty.?' No, Bty. might track this but not sure. The nature of my job is totally reactionary. 'Can you tell us how far you do track MLRS troops?' I don't look at them any differently than I do anybody else. If the commander ask me to look at something then I would react to that. Really, the only problems we've had is the short levy situation with the MLRS MOSs. We track the officer side to make sure these people get to the cadre course and that the MLRS trained officers get to the Bty. 'How far do you track the assignments to the MLRS Bty. as S-1, beyond initial assignments to the Bty?' Don't make any other assignments other than to the Bty.

(58)

Post 4 Battery

XXXXX What about the 27Ms? The 27Ms don't do anything when they're not working on a SPL. They come to the motor pool for command maintenance but they don't get any adult supervision.

(61)

Post 4 Section

9. What do newly assigned troops right out of school need training in the most? They need driving. They really need to learn all over again. And maintenance is a real weakness. They don't know how to do a PMCS. They need to learn the manual and then spend time in the SPL.

(74)

8. What do newly assigned soldiers, right out of school, need training on the most when they report to your section? He needs to learn job-related specific tasks. They can't drive when they get here. He'll know basic driving but he can't handle the real driving conditions.

(78)

Post 5 DIVARTY/Battalion

2.C What about personnel management with MLRS? It takes more micro-management. There are fewer bodies to watch. MLRS is your killer. You need to maintain your firepower.

(79)

XXXXX Have there been any problems with 27Ms regarding MLRS? That has not been a problem with availability or expertise.

(79)

4. How far do you track new MLRS soldiers? They are assigned to the Battery. 13Ms and 13Ps are assigned to the Division but there is only one place for them to go and that's MLRS. The Personnel Sgt. actually slots those soldiers. The 27Ms go to the Direct Support unit.

(80)

XXXXX What about 27Ms? There is some frustration with tempermental maintenance of the SPLs.

(81)

#### Post 5 Section

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? How to drive the SPL.

(86)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Familiarity with the SPL is the first thing, -- then driving it. PMCS with the carrier, too.

(87)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Safety and Drivers Training. They need to learn how to drive at night and in bad weather at night like in a snow storm, moving into position at night and operational safety. They need to know maintenance and how to do a PMCS. They need to know how to use the manuals.

(90)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver's duties on the firing point. Comprehension of overall activity. They need to relate their jobs to the big picture. The schools are doing their job but they can't relate to unit specific tasks.

(93)

9. What do newly assigned soldiers, right out of school, need training in the most. He should go to a SPL but instead he goes to ammo. Normally, you'll find your best people in the SPL. New guys could get stuck in ammo for 2-3 years where they can't the added training they need. Many new guys have never driven a SPL. They keep them in class or on a simulator at AIT.

(94)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver training. They're not getting it in school.

(98)

8.B How do you conduct that training? After they get a state license, safety training and other admins, then take them out and you can do it in a day. The individual's past is the key factor. It depends on how much driving of any kind he has done.

(98)

## M. Training Realism

### 1. FTX

#### Post 1 DIVARTY/Battalion

The characteristics I would like to see in the new practice rocket are (a) weight as it is now because the ammunition 13M (s) need training in handling ammo. (b) Mechanical effects on the system without stressing it. (c) Terminal effects on the ground for accuracy of fire. (d) An impact predict system as the one with firefinder. This would allow accuracy of fire verification. I need a system to drive training in terms of fire missions. This would be a computer device to hard wire into the fire direction system for generating fire missions. It should also simulate the counterfire battle. Fire finder has this type of thing to generate targets for internal training. This device should generate targets in the column corresponding to what we could expect in sustained operations. That would be at the sustained, surge, and peak rates contained in TC6-60. It takes about 2 minutes to input target data for one target into the battalion's FDS. I have 27 launchers in the battalion.

(01)

Army XXXXX are the biggest training distractor we have at the present time. Other distractors are the XXXXX support requirements during the training cycle and that I can't deploy my battalion here at XXXXX the way it's supposed to be deployed

(03)

#### Post 1 Section

1. 'How would you train a given task that needed work to bring your troops up to standard?' The overall responses indicated the various manuals related to given tasks. Majority opinion was that unless there was a degree of realism the task procedure would not be retained by the average soldier. Example used was 'Prepare for a Nuclear/Chemical Attack.'

(13)

(HANDOUTS TO RATE CRITICAL ARTEP TASKS) Re plt defense -- different sections go out with a different firing plt so as an ammo plt we can't evaluate. We do not as a bty use an ammo holding area. When a plt needs resupply, they leave the plt area and run to a point where the ammo plt sgt and his asst -- they write the 581s for drawing ammo -- they get guidance on what we need. The trucks filter through them. They give them the 581s and they go to the unit level setup. They run there and when they're done instead of going to the AHA they go straight back to their platoon. So as far as defenseability, we don't have ammo in the AHA so I'll go with cannot estimate.

(14)

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? A real training problem is getting these guys to where they want to go. Especially if they are going off the beaten path. They're well trained for what to do before they leave and what to do after they get to where they're going. It's what's happening in between that is the real problem.

(14)

**Post 2 DIVARTY/Battalion**

Another aspect is how the platoon leaders get battlefield information from other friendly units in his AO. He has to go and ask them. Higher HQs BI is less timely and does not provide much in our immediate area of interest. It is always tough for the artillery to know what maneuver is doing.

(21)

We will not get exclusive use of ground so will have joint occupancy problems in terrain management. The maneuver types and the MLRS platoon leaders must work these issues in a physical sense on the ground. They must recognize that the visual and physical signature of MLRS is easily picked up. The launcher can quickly displace but what about units close to him. He parks his launcher 100 meters away from a signal site, a howitzer battery or engineer platoon HQS, fires and moves. It is not a problem for use but we have certainly created one for someone else. The platoon leaders are the decision makers on how to lay out the platoon's operational area. They need to take other units into consideration when laying out their AO. We provide the setting to deal with joint user land management issues by us first getting the land from range control and then allowing anyone to use it that wants.

(21)

The modern battle field will be crowded and we think its to our advantage to share that ground with as many units as possible. That gives our platoon leadership the opportunity to deal with land management issues. During our February FTX, we will be sharing our training areas with 6 battalions. We use the miles training equipment on almost every FTX - expecially non firing FTX(s). We use it on ARTEPS. The miles equipment we use is for the individual; there are no harnesses for the launchers or 577(s).

(24)

**Post 2 Platoon**

13. 'What about MILES? Do you have it?' We're sick of it. It's uncomfortable....(can't make out the rest of the answer).

(32)

**Post 2 Section**

13. 'Is there some training that you can't do because you don't have the resources to support it?' MILES equipment, everyone didn't have it. Lack of armor to aggress the SPLs most is mounted infantry (lacks realistic.

(28)

20. 'How often do you train Hasty Decon?' Almost every field problem. But the realism isn't there.

(33)

**Post 3 DIVARTY/Battalion**

2B.. .with maneuver elements of the Division? Yes, that's what NTC is.

(41)

3D. Does the Battery train up for NTC? The Brigade that is going to NTC deploys to local training areas and they take command of all the training resources. We position MLRS platoons like we would on the battlefield. This training period is two weeks of maneuvering and fire missions. Probably the best time we have for Battery level collective training.

(41)

Post 3                      Platoon

XXXXX When did you go to NTC last? About a year ago -- XXXXX. Transfers from other platoons came to the 3rd Firing Platoon with previous NTC training under their belt. We did Force-on-Force for four days and we did both phases of live fire.

(48)

Post 3                      Section

On force-on-force, they didn't really have us do too much because we don't go on the front lines. MLRS is a rear echelon unit.

(52)

XXXXX How many missions did you fire? We fired quite a few. We had like two in the daytime and then one or two at night. A lot of night maneuvers. The Battery Commander didn't like moving too much at night. He was afraid he was going to lose people. We had a couple of night maneuvers and we fired quite a few missions at night. We fired at least 30 - 40 missions while we were out there.

(52)

XXXXX One more thing about NTC. Did you take ammunition? Yes. The ammo people had it a lot harder than we did out there at NTC because they had to go to an ammunition grid. What they wanted was a private and a SPC-4 or an NCO in each HEMTT. What the deal was, they had to go out and pick up ammo at a grid, -- either imaginary ammo or live ammo, -- which was probably like 20 - 30 miles away and then pick it up and then come back to this area whether it was in the morning or daytime or at night. And they got some really good training out there. When they were back at the assembly area they more or less pulled guard and radio watch. There wasn't much for them to do unless go out and practice upload/download -- things like that.

(52)

XXXXX When you were at NTC did you do force-on-force and live fire? There were four days that they had set aside for live fire. Each launcher went out and they would fire three rockets. That way, if something went wrong in the middle of a fire mission it doesn't really cause a lot of problems. We shot probably about twice a day. Once in the day and then we would have a night fire. After the live fire was done, then the force-on-force started.

(52)

6. How often train as part of the battery? The last time the battery went to the field was April of '89. We were out for one week on an FTX. All we were was an aggressor force. We'd attack one platoon and then come back in. The platoon I was with did what they could, but the launchers kept going down so most of the time they were deadlined.

(55)

**Post 4                    DIVARTY/Battalion**

4. 'How does the MLRS Bty. participate in these preparations?' Because of the way they can't be utilized out here because of the restrictions they put on them the only way we can train them up is just to practice fire missions, resupply of ammunition, the receiving of fire missions from electronic interface with DIVARTY, because you're not likely to ever get MLRS in DS of a brigade, they're never going to let you play that out there at NTC anyway. The time we took them they just set them off to the side and fed them tac data and when they were sure no one was in the way they let them fire some rounds down range. 'Did they play any of the force on force?' No. I wasn't there when the live fire was over they must have brought them down, they might have let them play the last couple of days.

(57)

**Post 4                    Battery**

8.B Do you use Divarty resources when you train as a Battery? We use met data. Otherwise, we don't use Divarty because the never go to the field with us. Mets requests will probably get turned down because it cost dollars to fly a met.

(61)

**Post 4                    Platoon**

XXXXX do you have any force-on-force? No. We can't do it. The only realistic thing at NTC is live fire because NTC is a big impact area.

(63)

**Post 4                    Section**

XXXXX What about morale? It was higher in Germany. The CO and 1st Sgt would help if we needed assistance. Things were more intense in Germany -- more realistic. Here, we convoy out to the field instead of moving independently. As far as morale is concerned, in Germany there was more sensitivity to a soldier's problems.

(76)

XXXXX When you went to NTC did you do force-on-force? Not as much as I'd like. It was mostly moving and occupation. There was some force-on-force but not too much. We fired live a few times -- 2-3 rockets at a time and a couple of sessions where we fired two SPLs at a time.

(77)

**Post 5                    Section**

6. Is there some training you can't do because you don't have the resources? We don't get OPFOR training here. We have never used MILES.

(98)

**2. Live Fire**

**Post 1                      DIVARTY/Battalion**

From the battalion METL, the batteries have identified critical tasks down to the section level. We have an intensive SQT training program for our war fighting MOS(s) those being our 13M and 13P soldiers. To develop and sustain crew proficiency, we devote each Wednesday to battle drills. Additionally, each battery live fires quarterly plus they have a couple days following the firing to make a training assessment and work on their weaknesses. The "surface safety zone" for our current practice rocket is very restrictive. Because of this restriction, we only have three firing points at XXXXX cleared for firing. I understand the school is looking at a couple different practice rockets. If a practice rocket with a smaller surface safety zone is fielded that would allow us to incorporate our live firing into longer battery or battalion FTXs rather than as a separate training event as it is done now.

(01)

I would like to see a different practice rocket with a smaller surface safety zone than our current one which is very restrictive. We only have three firing points at XXXXX cleared to fire from because of surface safety zone issues. Units in Germany have it even worst with only one firing point cleared at GRAF. I understand the school is looking at a couple different practice rockets.

(01)

Biggest problem I have is training resources, time and land. Only have three firing points at XXXXX that we can fire from all within 250 meters of each other.

(03)

**Post 1                      Battery**

During the sergeant's time on Wednesday, we try to do two things - battle drills and FDS sustainment training. For the battle drills, we have identified the 13M SQT tasks that make up the launcher crew duties resulting in fire mission processing. The various battle drill phases are start-up, calibration, reload, occupy a firing position and conduct fire mission. The scope of our live fire exercises: We have three firing points and three hide areas associated with each firing point. We will fire in the time window 1700-0600. The firing platoon leader decides what type mission the crew gets based on their proficiency. We went as a minimum each crew to fire a when ready, time on target, and at my command mission. Some of our better crews will do simultaneous missions or a 2-3 target fire plan.

(15)

**Post 1                      Section**

A couple ammunition 13M(s) per section will be used as road guards after the pods have been delivered to the firing points and down loaded. I do not see losing a couple of my people as road guards as a problem.

(10)



If we were having our quarterly live fire on Monday, we would draw the rockets on Friday and place them in a holding area by the ammunition dump. Then on Monday one HEMMT from each of the three sections would draw the ammunition from the holding area and take it to the firing point. We would set it up like a LDA (Local Dispersal Area). From that standpoint we are getting tactical training.

(10)

WHEN YOU MAKE RECOMMENDATIONS THAT ARE NOT REFLECTED ON THE TRAINING PLAN, WHAT DO YOU DO TO QUESTION WHY THAT IS HAPPENING? WHAT KIND OF RESPONSE DO YOU GET FROM THOSE BEING QUESTIONED? The most common answer is, 'We couldn't get the range,' or, 'There is some other priority.'

(14)

#### Post 2 DIVARTY/Battalion

An example of procedures we have set up to reinforce the section chiefs critical role is in the dispatch of vehicles. We do not use a battery or battalion technical inspection team. The section chief tells the dispatcher that this vehicle is fully mission capable and suitable to get on the road. This procedure holds the chief responsible for maintenance on his vehicles and does not allow him to shift that responsibility to a technical inspection team. We have tried to create conditions and opportunities for the section chiefs to exercise areas said to be sergeant's business. To allow them to exercise authority and responsibility. Live practice rocket firings would be another example. Take Europe for example, there they park the launcher over a survey control point and have a long line behind the launcher of checkers, double checkers and triple checkers on the section chief to ensure the launcher is laid properly.

(21)

At XXXXX we have been able to create a condition where there are no checkers at the firing site. The chief of section is responsible for finding the site and properly laying his launcher.

(21)

Exactly what we say doctrinally he must be able to do in combat. We treat rocket firing as a fully tactical exercise rather than the old service practice approach. This reinforces the section chiefs responsibility. His gunnery solution is checked and must be within certain acceptable tolerances; conceptually like a "safety T" in the impact area. You can contrast our approach to that in Europe where they park the launcher on a survey control point and have a long line of checkers to ensure the chief of section has laid his launcher properly. Land navigation is a fundamental skill. The level of proficiency required is can I put myself within 100 meters of where I am supposed to be. Another aspect of navigation critical in MLRS is the crews must be skilled enough to tell when the position determining system fails. It can fail for a variety of reasons: 1) the survey party errors in establishing the SCP grid.

(21)

He is given a six digit grid and must find it on the ground. There are no concrete SCP(s) and no one checking to see if he is following the right procedures he has got to do in live fire exercises.

(21)

His gunnery solution is checked and must be within certain acceptable tolerances. It's like constructing a "safety T" in the impact area with gunnery tolerances such that the practice rocket lands somewhere within the designated area. We currently have 12 live fire points. We had 10 before but they were getting too familiar with those so we got new ones. These points are not staked. They are just grid locations on a map. This means the launcher crew must navigate, find the spot and get within 100 meters of it or they won't be allowed to fire. The launcher sends a message to his platoon FDC that has his location in it so we know if he has found it.

(21)

If this SCP is used for PDS calibration, then the SCP error is transferred to the launcher's PDS. The encoders can brake as can the stabilization reference package. The PDS will periodically go wrong. It is not a fail safe system. The level of skill must be such that the crew recognizes when the PDS goes wrong. Another critical training facet evolves from MLRS employment concept. You have joint versus sole user of land issues. By doctrine, MLRS launchers will be about -58 KM behind the forward line of troops. That is pretty close when you are talking real estate. The maneuver commander has to contend with the positioning problems of MLRS.

(21)

Who is responsible for safety? It's not the section chief but all these other folks. The section chief just brought his launcher down to the firing point. At XXXXX, we have been able to create a condition where there are no checks on the section chief at the firing site. The chief is responsible for finding the firing site and properly laying his launcher. He is given a six place grid and must find it on the ground. There are no SCP(s) and no one is checking on the launcher chief to see if he is following the right procedures. He is out there by himself in live fire missions. This combat task is where the rubber hits the road. That chief has got to do in live fire exercises exactly what we say doctrinally he must be able to do in combat. We treat practice rocket firings as a full tactical exercise rather than the more common old service practice approach. Our method reinforces the section chiefs responsibility.

(21)

The "Trainer", or in other words the battalion commander, determines the amount of training necessary to bring the battalion to C1 for training during the fiscal year. The S3 plans and achieves training goals to produce a combat effective unit. As XO, if a piece of equipment can't run, then can't train on it. My goals can be expressed as a % of readiness, % of equipment availability or % of staff officer probably getting more training value per traininground expended then other MLRS units. We do not Ripple shoot. Every round fired is a independent mission. Our launcher goes from the hide area to the firing point, fires and back to a hide area. In some units they will park the launcher on a firing point and rotate crews through. They will fire 3 of the 6 rounds in ripple fire. In both cases about the same amount of ammunition is used.

(22)

We were the only battalion not to run out of money last fiscal year. We are probably getting more training value per practice rocket expended than other MLRS units. We do not ripple shoot. Every rocket fired is an independent mission. Our launcher goes from the hide area to the designated firing location grid, fires and then moves to another hide area. There are units that park a launcher on the firing point and rotate crews through to fire three of the six rockets on board in ripple fire. Both ripple fire units and us use about the same amount of ammunition.

(22)

Post 3 DIVARTY/Battalion

17. Are there any critical training issues that hasn't surfaced (other than the land issue)? [1.2 & 5.0 From my perspective, in order to do the best job of training that Bty. so that we could go to war with it to do exactly what we wanted it to do, is that I feel that I need to be able to take it to the NTC when we have....rotation. I don't have to take the whole thing (Bty.) I can take a Plt. at a time. They can go out there and train....live fire, it's a superb opportunity for them to do that. At home station I can do everything with the exception of live fire. [4.1 I can live fire here, but what I have to do is if I have a training exercise I will go through the training exercise and then if I come to the firing portion then it becomes almost an admin. drill because of all the range restrictions. It's difficult here.

(39)

[4.1 & 5.0 Principal problem that we have here with training is land space. I can train crews, but to practice how you would employ them there is just not enough land space. When I live fire them I shut down the whole Post, I mean there ain't anything else going on. Just to fire at their (almost) minimum range I have to put them off in a corner. I can't go off Post to fire them back onto the Post because of restrictions. We have three places to fire them from, mainly on the weekends. The most we have fired is 6 (I think at one time).] [1.8 The level of effort for training of them...they get treated just like the tube battalions except for the live fire then that becomes a Post problem then.]

(39)

I know they have practice rockets but I don't know if that gives them the kind of feedback they need.

(41)

17. What is the Divarty policy on live fire? There is no specific policy on live fire.

(41)

7. Any unique training problems associated with MLRS? The land requirement is the biggest problem. They can't make live fires what they should be.

(41)

XXXXX What lessons learned from NTC rotation? NTC is the best training opportunity for the battery because there is room to shoot. We can't replicate that here. There are too many restrictions because of safety and overhead fire regulations.

(41)

**Post 3                      Battery**

13. Take advantage of available training opportunities during Red/Yellow/Green phases of the training cycle? We're always in Amber and the Brigade is always in Green so they're the ones who are going to get the land. I have to beg on my knees to a Battalion S-3 for a 1-2 hour window when I can drive through the MPRC and set up a position up north when I can shoot rockets and the flash of those rockets won't be so bright that the tankers or the Bradleys can't see the targets. Then you get up there and they say no, we can't see that and these guys -- they start shooting at you and it gets kind of scary. They see a bright flash, they get disoriented and they just start shooting at silhouettes. It's out of control. We need to have the range to ourselves.

(44)

**Post 3                      Platoon**

XXXXX Did all three SPLs get to fire? We experienced launcher failure. Two launchers fired and one didn't. One fired 12 and one fired 24 rockets.

(47)

XXXXX How many times do you fire a year? We get 108 rockets allocated a year and that breaks up into three 36 rocket packages. One 36 rocket package went to ROTC and the other two 36 rocket packages went to NTC rotations. This last year we shot ROTC 36, then NTC 36, and then our field problems shot 36. Each platoon fires about three times a year.

(47)

XXXXX When did you go to NTC last? About a year ago -- XXXXX. Transfers from other platoons came to the 3rd Firing Platoon with previous NTC training under their belt. We did Force-on-Force for four days and we did both phases of live fire.

(48)

**Post 3                      Section**

XXXXX How many missions did you fire? We fired quite a few. We had like two in the daytime and then one or two at night. A lot of night maneuvers. The Battery Commander didn't like moving too much at night. He was afraid he was going to lose people. We had a couple of night maneuvers and we fired quite a few missions at night. We fired at least 30 - 40 missions while we were out there.

(52)

XXXXX One more thing about NTC. Did you take ammunition? Yes. The ammo people had it a lot harder than we did out there at NTC because they had to go to an ammunition grid. What they wanted was a private and a SPC-4 or an NCO in each HEMTT. What the deal was, they had to go out and pick up ammo at a grid, -- either imaginary ammo or live ammo, -- which was probably like 20 - 30 miles away and then pick it up and then come back to this area whether it was in the morning or daytime or at night. And they got some really good training out there. When they were back at the assembly area they more or less pulled guard and radio watch. There wasn't much for them to do unless go out and practice upload/download -- things like that.

(52)

XXXXX When you were at NTC did you do force-on-force and live fire? There were four days that they had set aside for live fire. Each launcher went out and they would fire three rockets. That way, if something went wrong in the middle of a fire mission it doesn't really cause a lot of problems. We shot probably about twice a day. Once in the day and then we would have a night fire. After the live fire was done, then the force-on-force started.

(52)

**Post 4 DIVARTY/Battalion**

10. What is the DIV. policy on MLRS live fire? We have a safety letter, DIVARTY is responsible for all artillery fires whether it's out of this DIVARTY or anybody else on XXXXX. We have the XXXXX range regulation a DIVARTY policy letter #13 and an appendix to that regarding MLRS fire which is just talking about procedures and qualifications and we do have the waiver for overhead fire which to my surprise seems to be pretty rare.

(57)

2. 'How about differences in logistics and resources?' Not really. Other than the fact it's nine systems, they're expensive, they're highly technical, it bears more watching than does your tube arty. and of course you have only have a Cpt. to watch it so the next step up is DIVARTY staff. They have their own little firing points, launch points so training areas are usually not a problem we have ten launch points for the MLRS and the Gen. waived the overhead firing restrictions.

(57)

4. Again, they are not going to let them fire on the incoming OPFOR because it would throw off their balance out, if they gave them any missions they would kick them way out deep. It's not a very good exercise for MLRS other than the challenge of going to a new environment new places where you don't have a sign saying Launch Point #1 and the variation of operating in the desert. Tactically it's no different than any place else. [1.2 'It might be a little redundant, but how does MLRS participate in these external events?' They don't participate in the OCONUS things strictly a matter of money.]

(57)

9. I don't have the problems I hear other people talk about, I don't have ammunition problems, the amount of ammunition is appropriate, I'm comfortable with it, it gives them a ability to sustain a level of training by firing once a quarter and giving everybody a reasonable chance to fire a few rounds. We don't have range problems as we got approval for overhead fire so I've got about 10 launch points and the ability to create more if I want them, if I can find some way of getting rid of trees, [6.1 the only thing that keeps coming back to me is this thing with turbulence of NCOs and the fact that we have to watch maintenance like a hawk.]

(57)

**Post 4                      Platoon**

5. How know how well sections can perform tasks? We follow the job book tasks -- either GO or NO-GO -- and train up accordingly. The readiness rationale says that all must have firing experience. The turnover is too great to be accommodated with 108 rockets. Section certification is the only real check. We had three live fires all last year. Dog/Pony shows takes from the 108 rockets.

(71)

**Post 4                      Section**

4. Do you train with ammo on reload tasks? Not really. Ammo is a sorry job. The ammo guys don't really do much. We need greater realism in our training scenarios. We need to make it go to MOPP-4. We use live fire for dog/pony shows. The Platoon Leader must trust the chief's judgement.

(70)

**Post 5                      DIVARTY/Battalion**

1.F Who schedules training times and resources? They submit requests to us. Land is the biggest problem. There is a restriction on overhead fire.

(81)

11. What additional training support products do you need? Anything that could erase an administrative sort of shoot -- We need more realism. The Divarty people need help to better understand MLRS.

(81)

19. What would you differently if you could? I'd provide more firing room. They quickly learn the area. There's too much admin tasking like putting out road guards. They need practice in land navigation.

(81)

**Post 5                      Battery**

22. Any training materials you have been unable to get? Not materials so much as land. We have a limited impact area.

(83)

**Post 5                      Platoon**

XXXXX Do you have inputs to the training plans? We do, but it is very limited. And the plan doesn't really hold up because when people are being tasked the equipment is. Half of my platoon has been on gun salute the last four weeks. And we support 8-inch to NTC with our equipment. The Divarty tube COs have a chip on their shoulder for MLRS. They envy our firepower. They don't like the idea of a Battery being separate -- maybe pampered. When the Sec of Defense comes by he wants to see MLRS and that pains people. When we get tasked we go to the 1st Sgt. The Battery CO has no clout with Division O-5s and O-6s. Divarty doesn't want a Battery CO complaining. Tasking really kills this Battery.

(84)

**Post 5                      Section**

7. Any training you can't do because you don't have the resources? There is limited space down range which restricts maneuvering. Land is very limited and it's worse now because the National Forest Service has put areas off limits. The North area firing points now require special permission. Training safety restricts us. NTC three years ago was a lot more effective -- being able to pull up to a firing point and working a fire mission. But NTC scenarios were not keyed to MLRS and the Divarty CO didn't understand MLRS.

(85)

10.A Training distractors: Tasking interruptions are the real problem. We do a lot of dog/pony shows here.

(86)

10. Training distractors: There are a lot of them. Post support, last minute taskings, schedule changes by higher commands. The team training schedule gets changed by Divarty or by the Battery. For example, there was a safety day with classes all morning long on heat exhaustion. Mostly, though, it's details in the Battery, like vehicle displays on post or downtown. It takes a lot of time to get ready for a display and it takes away from training.

(87)

7. Is there some training you can't do because you don't have the resources you need? It's difficult to get resources to go down range. There's a limitation on our freedom to move. Ammo on occasion. We're limited to three rockets. Money is the biggest limitation. 108 rockets per year for nine launchers is not enough. If you fire your 12 rockets in the first six months the next crew may wait 18 months to fire any at all. It would be more realistic to have a 12-pack on there. It would be closer to a wartime situation. Firing three rockets at a time is not realistic. We fire all three rockets at one azimuth. And we never download an uneven pod -- like two on top and one on the bottom which is a realistic scenario.

(95)

**3. CPX**

**4. Training Area**

**Post 1                      DIVARTY/Battalion**

108 rockets per battery per year is enough ammunition. Would not request more and would not like to see less. Availability of land is a training constraint I report on my unit status report. I cannot deploy my battalion according to doctrinal distances because of this constraint at XXXXX. Land is a constraint to effective training at battalion level but is not at battery level. My small arms ammunition allocation is on an annual basis and does not account for turnover. I experience a 12% turnover every three months which translates into an ammunition shortfall. I deal with this shortfall by only qualifying during the day and familiarizing at night. Qualification ranges for crew served weapons are not available at XXXXX.

(01)

Army XXXXX are the biggest training distractor we have at the present time. Other distractors are the XXXXX support requirements during the training cycle and that I can't deploy my battalion here at XXXXX the way it's supposed to be deployed

(03)

Biggest problem I have is training resources, time and land. Only have three firing points at XXXXX that we can fire from all within 250 meters of each other.

(03)

The Army as a whole does not understand the MLRS. Arty., unless you have artillery commanders that have been associated with the system before, don't understand MLRS. There is not a good database system for the people out there to understand the system. MLRS is not played intelligently or realistically in war games. Commanders have gotten to the point where they expect things of the system that it can't do. They don't understand what it takes to keep a Bn. (MLRS) in the field, particularly resupply

(03)

Would like to move the battalion off the post and have it assigned to NTC to be able to go out and do those things we have to do (train to war time situations).

(03)

Post 1                      Platoon

9. 'Are there any manuals or devices that you haven't been able to get, or that you feel should be developed to make your job as front line trainers easier?' I don't have any problem getting equipment, it's called scrounging. The only resource problem I think we have is...can't shoot enough live rockets, but there's probably nothing we can do about that. Can't go to the field enough, also the land resources. The biggest restriction to training is not so much devices as it is land and all the related restrictions.

(12)

Post 1                      Section

12. Land Nav. skills weak. Post training areas (for MLRS) are so familiar to those that have been stationed here for a while that the skill is not challenged.

(08)

15. Training areas are too small for MLRS operations.

(08)

9. Too many land restrictions at Ft. XXXXX.

(08)

We are using outdated VRC-46 radios with state-of-the-art launchers. There are times when people try to send digital traffic before the radio even keys up. They try to send the message and it comes back not received. We need singars radios which the system was designed to use. We need more realism in our training. We are too familiar with Fort XXXXX. On a three day field problem, we turned in 20 radios.

(09)



WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO?

Remember, it takes six weeks lead time to get something into the training plan. When section chiefs hand something in to the plt sgt that they feel they need training on, and then the training plan comes out and it says -- battle drills -- they aren't ready for it. They were looking for something else and they didn't get it. There is a problem in the planning phase because we can't control the conditions we will run into six weeks out. 4.1 At XXXXX there is a real lack of available training area for MLRS. Land navigation training in a tight compacted area just isn't effective. A driver can get 8-9 range violations just driving across post.

(14)

7. Do not have the land to practice war time deployment.

(17)

10. MLRS is the last on the totum pole for land. XXXXX and everything else comes first.

(18)

9. Post is overly concerned with safety and that hurts training. An example is during field training, if you have to move and hit 'hardball' roads you have to travel non-tacticle in a convoy.

(18)

5. Land is the biggest problem as far as training resources go. Training areas are far reduced (small) from what we need to train on.

(19)

7. Restrictions (EPA) create training problems with being able to function with any realism in the field.

(19)

1. Training is more intense and of greater duration in a Div. Bty. than at XXXXX. Had a lot fewer land restrictions.

Note: General concensus is that in other commands you have more time to conduct field exercises.

(20)

Post 2 DIVARTY/Battalion

In the dry fire training mode at XXXXX, we can split a battery out to about doctrinal dispersion distances. There is not enough land for the battalion to split out. Regarding the number of practice rockets authorized, the absolute minimum is allocated without severe effects being felt.

(21)

This BN needs to go to the NTC so it can be deployed doctrinally. Can't do that at XXXXX. We have probably done a better job of planning further out for land or training area use, so generally other units have to come to me for particular areas when they want to train. Regarding ammunition, we need to fire more than 324 rockets per year. Live fire places certain stresses and strains on equipment and people that you cannot replicate in the day fire mode. Not enough rockets to do firing related tasks constantly to standard. Things happen in live fire that impacts upon your time and STDs that you can't replicate in day fire. The manuals we use are the ARTEP, TC 6-60, our TSOP and platoon leaders handbook plus the 10 series manuals. We have 15 M203 grenade launchers in each firing battery and 5 in HHB. That means I have in the battalion 50 soldiers armed with the M203 grenade launchers who need to qualify annually.

(24)

**Post 2                      Battery**

3. Land does not seem to be a problem.

(31)

14. Land is somewhat of a problem. If you acquire training areas farther than 2 weeks out there is a good chance that you will lose it to other units. If the Division needs land they'll get it, if the NG needs land they'll get it. There has to be a great deal of coordination to coexist with other units. You can't always get ideal land, but you can get something.

(35)

**Post 2                      Platoon**

9. Did not get the question or all of the answer, but it was related to land, and not always having enough to train per doctrine.

(32)

**Post 2                      Section**

7. 'Do you guys feel like you got enough training area?' No. The answers indicated that there was not enough realism. After a while everyone knows the training areas like the backs of their hands.

(28)

Is there some training you can't do because you don't have the resources to support it? Yea, land. The training is so crammed that we can't move the way we need to move to train. The post isn't set up to train MLRS. The Section Chief may request land availability for the training schedule, he gives it to the Platoon Sgt., he gives it to the Platoon Leader who gives it to the Battery Commander who gives it to the Bn XO who gives it to the BN S-3 and by the time it comes back down the grapevine it ain't there.

(37)

**Post 3                      DIVARTY/Battalion**

[4.1 & 5.0 Principal problem that we have here with training is land space. I can train crews, but to practice how you would employ them there is just not enough land space. When I live fire them I shut down the whole Post, I mean there ain't anything else going on. Just to fire at their (almost) minimum range I have to put them off in a corner. I can't go off Post to fire them back onto the Post because of restrictions. We have three places to fire them from, mainly on the weekends. The most we have fired is 6 (I think at one time).] [1.8 The level of effort for training of them...they get treated just like the tube battalions except for the live fire then that becomes a Post problem then.]

(39)

I'd provide enough land and resources to maintain the equipment.

(41)

Land is a big problem.

(41)

7. Any unique training problems associated with MLRS? The land requirement is the biggest problem. They can't make live fires what they should be.

(41)

**Post 3                      Battery**

9. Platoon level training? It's been better recently, but there is a land restriction. The Battalions and Brigades have priority on the land. We have access only for live fires.

(45)

**Post 3                      Platoon**

7B. Methods to conduct section training? Cross training on the SPL as opportunities become available. Because we're on low priority for use of land we only train NBC once a year. Only when we're training for NTC.

(46)

Land restrictions. We don't have enough room to train in.

(47)

XXXXX How many clicks do you have there? Is that room to practice in? They don't give you enough training room here at XXXXX. They give you a little tiny area to move in.

(47)

XXXXX How do you plan to get them trained? Well here lately we have been going out on platoon problems, but the biggest problem has been trying to get land. We've been going to Division but so far we haven't had any luck. [1.2 We've worked on basic fire missions and reload -- that sort of thing] -- [5.0 but these guys still haven't gotten their learner's permits for their driver's licenses.]

(48)

XXXXX What's the toughest thing in training...? Funds. Not enough money to buy spare parts. Downtime can run a week. That, and land to practice on.

(48)

**Post 3                      Section**

7. Training can't do because of lack of resources? I think the training area for the platoon. Someplace where I dispatch my vehicle. It doesn't have to be very far. Someplace to update, -- calibrate. You can't even calibrate the launcher. Supposed to be calibrated every thirty days. I'd venture to say that there's not a launcher in the motor pool that calibrates right now. We really haven't had the chance to see whether they calibrate or not.

(50)

XXXXX Do you guys have ARTEPS? Yes. When we went to NTC -- and that supposedly was our evaluation --. On Fort XXXXX there isn't enough room to train. If Divarty would keep their nose out of our business we could get on with our training. Divarty doesn't know how we operate so they treat us as a detail battery.

(51)

7. What training can't you do here because you don't have the resources? What we need is a realistic training area. We need to get away from Fort XXXXX and into an area that we aren't familiar with.

(54)

8. What is the hardest task to train at section level? It would probably be fire mission processing. There's no one particular aspect of the training that's that hard; it's actually getting out there and doing it. It's getting the land to go out and do it right.

(54)

XXXXX What three things would you change if you could? 1) I'd try to create a sense of urgency. 2) I'd provide access to a realistic training area. 3) I'd establish an active threat to motivate people.

(54)

**Post 4                      Battery**

2.A How do you train up on tasks that you are weak in? We're weak in perimeter defense capability so we would need to train to go to a fighting position. That's difficult because there are no OPFOR in the field.

(61)

21.A What did you do to get around training interference problems? The lack of adequate training area doesn't prohibit us from training but we almost always have to deal with it every time we go out. There is a lot of restrictive terrain but we can make it work.

(61)

4. Who plans your training? It's driven from the bottom up. The platoon leaders and sgts should do it 4-5 weeks ahead. From Divarty guidance I tell the Plt. Ldrs. what is needed. But we get little Divarty guidance so I do it. It's hard to get our plans blessed by Divarty because we're not priority. It's like pulling teeth to get land to train in. Divarty doesn't understand what we need. They don't understand us.

(61)

**Post 4                      Platoon**

10. Are there training aids you need but can't get? We don't have any explosive demo kits but we can improvise and substitute to get around that problem. A fire control panel simulator would be nice to have. Sandbox training helps because the soldier can walk through the whole process. But in the field you force the real situation, like -- how do you turn around a 55 foot rig on a one lane road with ditches on either side? Well, you can't do it so you gotta stay and fight.

(63)

XXXXX How do you train? We try to train like we're going to fight. There's plenty of terrain at XXXXX, but somebody needs to rethink how to train. If the FDC gets knocked out TACFIRE doesn't know what to do with MLRS. Every major commander should know what an asset MLRS is. We do our own training plans, but we can't do effective training in the motor pool. You must move the equipment. Vibration on the move is a critical problem. We won't be an effective fighting force because we won't be trained. We'll be a hollow army. We must operate the equipment. There is no flexibility in training. Maintenance is not a Divarty problem, but it should be. The separate Battery gets left twisting in the wind because of the Battalion syndrome.

(63)

**Post 4                      Section**

10. Training distractors handout: There's no problem with land except that we're not always able to get different terrain each day. I can still train effectively, but not realistically

(65)

10. Training distractors. Adequate training areas are not available. The basic concept for MLRS is "shoot and scoot" but we don't have anyplace to scoot. Generally, it is one area per platoon but sometimes the whole battery is in one area. There is no real test of your map skills. Field problems need to be more realistic.

(70)

**Post 5                      DIVARTY/Battalion**

1.F Who schedules training times and resources? They submit requests to us. Land is the biggest problem. There is a restriction on overhead fire.

(81)

20. Any critical training problems we haven't touched on? Besides land and calibration there are no other major problems.

(81)

4. How much of a problem is MLRS in terms of training? There are two problems: land and maintenance. There's a problem with calibration of the launchers. Several SPLs rarely get fired so we rotate crews through the SPLs that are GO. Out of 9 SPLs 3-4-5 may not calibrate. I'm unaware of a parts limitation.

(81)

**Post 5                      Section**

7. Any training you can't do because you don't have the resources? There is limited space down range which restricts maneuvering. Land is very limited and it's worse now because the National Forest Service has put areas off limits. The North area firing points now require special permission. Training safety restricts us. NTC three years ago was a lot more effective -- being able to pull up to a firing point and working a fire mission. But NTC scenarios were not keyed to MLRS and the Divarty CO didn't understand MLRS.

(85)

7.C Any attempts to get needed resources? We submit requirements 4-6 months in advance to access training areas. You have to get permission to go through other unit's training areas.

(85)

7. Is there some training you can't do because you don't have the resources you need? It's difficult to get resources to go down range. There's a limitation on our freedom to move. Ammo on occasion. We're limited to three rockets. Money is the biggest limitation. 108 rockets per year for nine launchers is not enough. If you fire your 12 rockets in the first six months the next crew may wait 18 months to fire any at all. It would be more realistic to have a 12-pack on there. It would be closer to a wartime situation. Firing three rockets at a time is not realistic. We fire all three rockets at one azimuth. And we never download an uneven pod -- like two on top and one on the bottom which is a realistic scenario.

(95)

6. Is there some training you can't do because you don't have the resources? No, -- we have the vehicles and the personnel. Terrain features at Fort XXXXX lacks streams to provide crossing practice. We don't have destroy equipment kits so we've never practiced that in ammo. NBC decon is probably coordinated through the chem unit; I've never seen it here at XXXXX. We might have a MOPF gear exchange in the unit but I've never seen the whole routine.

(97)

5.A Are you able to take advantage of the Battery training time? There's no way you can do it. We need to go back to the way it's supposed to be. Soldiers never get a chance to see what it's supposed to be like. This is a sham unit. I'm used to being out for 24 days and getting 4-5 field problems. Here we get maybe 15 days in a year. Our biggest problem is damage. We're restricted from moving so we can't shoot, move, and communicate.

(98)

**5. Organizational Equipment**

**Post 1                      DIVARTY/Battalion**

Short Night Vision Devices (NVD). Has less than 20 percent of what they are authorized. Although they are short of their authorized number of NVDs, they still have more than anyone else at XXXXX.

(03)

**Post 1                      Platoon**

When the battery has a live fire exercise, they take radios from the ammo platoon.

(06)

**Post 1                      Section**

As chief of section. I tell my platoon sergeant the training I need but I'm not getting it. The reason is because the platoon sergeants schedule what we already know for the sergeants time training on Wednesdays. We won't learn our war fighting skills at Fort XXXXX. We won't learn them until we get into the fight. On a three day field exercise, we turned in 20 radios. If you can't get a radio to send a mission, we don't have a purpose in being out in the field.

(09)

**Post 2                      DIVARTY/Battalion**

8. LTV (mfg. of the launcher) also developed a piece of test equipment for the launcher (similar to STE/ICE) that the Army did not buy.

(25)

**Post 2                      Section**

6. 'Once you have identified a weakness in the performance of the Plt., what are you going to do to bring them up to speed on the tasks that they are not to good at?' Do more training. We have input on the training schedule we put those tasks on the training schedule. Opinion was that the SPLs get preferential attention over the Ammo. Plt. e.g., training, meeting needs. In the field SPL guys keep training up while Ammo. personnel loose out on a lot of training by manning OPs etc., if their vehicles go down. [6.5.1 There is also a problem with communications between SPLs and HEMTTs. The HEMTTs use the AN/VRC-64 and the SPLs use the AN/VRC-47, the HEMTT radios have less power.]

(34)

**Post 3                      Battery**

Radios? No problem with radios -- 46s/47s -- and support is good.

(44)

**Post 3                      Platoon**

4A. Survey control points? The radio operators had problems with the old equipment. People need time on the equipment to work around the failures, [6.5.4 but we end up doing details for Divarty instead of training.]

(48)

**Post 4                      DIVARTY/Battalion**

15. 'Are there any critical training problems that we haven't touched on?' Yes, they need BCSs in each platoon FDC, that's an equipment type issue. That would be a training issue only if they got them they would need to train somebody to use them.

(57)

10. Ammunition is always available, but do I think is enough, No. Comm. is a critical issue. DIVARTY is running at about 65 percent of its authorized TO&E. Shortage not tied to budgetary problems but thinks it is a supply and demand issue, there just aren't enough radios around. Night vision devices are just a DIV shortage.

(59)

**Post 4                      Battery**

3.A How will you train the platoons on weak tasks? The platoon basic plan for survival is to not get detected. We're about 50% on ECCM so we need to practice jamming. We're about 50% on doing a hasty chemical decon, but we haven't had the apparatus.

(61)

Post 5 DIVARTY/Battalion

10. Training resources list handout: We can't get night vision goggles for the drivers. And training guides and SQT manuals are available about half the time.

(81)



## N. Effective Use of Training Time

### 1. In the Field

Post 1                      Battery

5. Don't get much training time on the quarterly FTXs.

(11)

Post 1                      Section

The quality of launcher crew training during the two day FTX following the quarterly live fire depends if the launcher is operational. The percent of time a launcher is operational varies from launcher to launcher. One launcher was up about 10% of the time while the others were operational 70% and 90% of the time.

(07)

8. 20 days per quarter should be devoted to field training or about one week per month. Currently almost 50 percent of training time is eaten up by preparing to get to the field (dispatching the vehicles) and recovery time.

(08)

A couple ammunition 13M(s) per section will be used as road guards after the pods have been delivered to the firing points and down loaded. I do not see losing a couple of my people as road guards as a problem.

(10)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? The emphasis is on firing mission processing. The concept of the launcher -- you got the hot-cool-cold concept where one is supposed to be able to shoot a mission when its called, another 8 minutes from the time its told to come up, and the other is down for maintenance. In the field, responsibility for gate guard or KP duties gets pushed down on ammo. In the field they really don't get a good opportunity to go out and practice their ammo skills. At Ft. XXXXX, we have a lot of roads tht produce a lot of road guard tasks.

(14)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? When we are in the field, administrative tasks take away from the training more for the ammo platoon than the firing platoon. Most of the training that goes on for the ammo platoon goes on while we're in garrison and not while we're in the field. The best training ammo gets is on Wednesday, or if we hold special events.

(14)

11. Three day field training is nothing. Can't train fully like setting up a sleep plan, etc., cause we're awake most of the time during those three days.

(18)

2. Section leaders need at least 7 days (in the field) out of a training cycle to insure the troops are properly trained within the Ammo. Plt.

(20)

3. Ammo. Plt. just tag along with the Firing Plts. (XXXXX). Our training here is not meaningful.

(20)

Ammo Plt. support in the field (at XXXXX) does not allow the section troops to be exercised to their full capacity (or lack of).

(20)

**Post 2                      Platoon**

5. 'What's a week look like, do you have NCO time , or do you have days set?' 'Let's go through a week.' Monday is maintenance. Tuesday,... the only other day that's dedicated is Wed. is SQT time. Training is held Monday afternoon. 'How close are you able to stick to those Bty. training schedules?' You can stay on it pretty well if Bn. doesn't jump in on it. 'Tuesday, what would you do?' Classes, CTT training and MOS related stuff, we go the field. We haven't been in a while though. We have a training area nearby but the only problem with that is we have to come back so early to clean up the equipment. You might get four to five hours tops of training on these days, it's not really effective.

(27)

**Post 2                      Section**

2. 'What are some other solutions?' We submit it to training and it usually goes out the window. Or they set it up the way they want it. We say we want to take a couple of gunners out and teach them some recon and they turn around and put it on the training schedule as mounted land nav. and then the PADS guy goes out and sets up A point and B point and we wind up riding around in circles looking for A and B.

(28)

5. 'How often do you get into the field?' For a while we were going out pretty regular, they were doing these little three dayers. The first week of the month and again on the third or fourth week of the month. Those were the ones I got the most out of, because you weren't out there for ten days and you got so fed-up you didn't care what happens. You go hard for five days of training and then it just stops and everybody is just sitting there nobody wants to do anything. Then you have stupid things like you couldn't get oil and you couldn't move your launcher for a whole 24 hours.

(28)

12. 'How much Bty level training is valuable training time for you at the section on this last field exercise (about an 8 day block)?' Depends upon support tasking of the Bty.

(33)

6. How often does your section train as part of Battery training? We might go out for a day at a time to do NBC training with the Battery, but most field problems are with the Platoon. There's no standard time set aside for just the section to train but when you're in the field there's a lot of time to work on your section tasks. When you're hot there's time to train on things but you're just waiting for a fire mission. When you're cool, like when you go to chow, you might have some time. Nobody is out there with you, just me and my driver and gunner so it's up to us to make use of our time to train.

(37)

**Post 3                      Section**

5.B How much of that time is of value to you as a section chief? I would have to say about 85% of the time when we're out in the field because technically we're in a combat situation. You get to show your soldier when you're in a fire mission how to set up your perimeter. There's a lot of things that you can teach a soldier when you're out in the field that you can't teach him when you're back here.

(51)

Post 4                      Section

5.A Take advantage of available training time? Yes. But there is a lot of dead time, too. We question each other during dead time but after awhile we feel we know it so that tends to drop off.

(65)

5.B Is platoon training better than section training? Yes, it is, because we're in a field environment. Section training is in the motor pool.

(65)

6.B What level of training is the best? Platoon field problems are better than battery. But the training objectives vary. Even if it is only firing missions, the platoon field problems are better. In Germany the training was much better. We were in actual war areas and each launcher had 12 rockets.

(65)

2. What individual training do you do with section collective training? We train in the hide areas when we're waiting for fire missions. We work from our manuals.

(68)

5.A Take advantage of platoon training time? Yes. But there's a lot of lag time. The SPL sits in a hide area 3-4 hours at a time but nothing comes to them. That's a HQ section problem. A 13P problem. All 13Ps went to HQ Plt. They work with BCS over there. Sometimes it's a hardware commo problem.

(68)

6. How often section train as part of battery training? Every other week. Three days at a time. The Bty runs 24 hour operations. 60% of that 3-day training exercise is hardcore with the Battery. With a 12-hour platoon exercise about 40% is good hardcore training.

(68)

2. What individual training along with collective training? We bring our CTT manuals to the field and use them while we're sitting in a hide area.

(69)

5.A Take advantage of all the time with the platoon? About 80% of the time. Sometimes there is lag time. It's about the same with the battery but the logistics of fire missions with the battery is a problem. The battery tends to break down at the interface with TACFIRE. It may be that there are too many people changing shifts which makes for a communication problem.

(69)

6. How often does your section train with the Battery? It's scheduled every other week for about three days at a time, but a lot of that time is taken up with getting out to the field and getting back.

(69)

5.A Are you able to take advantage of training time with the platoon? Not really. We only do fire missions. We need to work on other things. Sometimes we waste whole hours.

(74)

5.B Any tasks that you train with the platoon that you can't train as a section? No. Anything we can do as a section we can do in garrison. We do repeat training on our strengths while ignoring our weaknesses.

(74)

6.A Are you able to take advantage of your time with the battery? No. There's too much wasted time preparing for the ARTEP but I think the ARTEP itself will be good because with the ARTEP we will have to do everything.

(74)

4.A Are you able to take advantage of training time with the platoon? When we go on a platoon 3-day FTX -- Yes.

(76)

4.B How valuable is time spent training with the platoon as compared to training as a section? It's about the same. There's nothing we can do with the platoon that we can't do with the section.

(76)

5.A Are you able to take advantage of the training time with the battery? No. They have their own agenda.

(76)

5.B How valuable is time spent training with the battery as compared with the section? None. I can impose the same demands on my section as the battery does.

(76)

XXXXX Are there tasks that you can train on with the battery that you can't train on with the section? No. And it doesn't diminish the quality of the training.

(76)

4.A Able to take advantage of all the training time with the platoon? It's not very good because during the 2-3 days in the field a lot of time is taken up with commo problems so usually we only get about a day and a half of training out of three days.

(77)

4.B How valuable is time spent training with the platoon? The platoon is where everybody learns their job. Very valuable.

(77)

5.A Can you take advantage of the training time with the battery? Pretty much so except that we have more moving about.

(77)

5.B How valuable is time spent training with the battery as compared with time spent training with the platoon or the section? There all valuable. Each has their strong points.

(77)

4.B How valuable is time spent training with the platoon as compared to training with the section? Platoon training is better than section training.

(78)

5.B How valuable is battery level training as compared with platoon or section training? We get more out of battery level training.

(78)

**Post 5                      Platoon**

6.A Are you able to take advantage of the training time with the battery? Only about 25% of the time. The Battery is busy covering other SPL fire missions. We just sit until we get another fire mission. You can't do other things because you have to be ready when a fire mission does come down.

(96)

**Post 5                      Section**

5.A Are you able to take advantage of the all the training time with the platoon? We try. If a SPL goes down or the crew is tasked the remaining crew members join another SPL to train. About 50% of the time is actually spent training with the platoon. The rest of the time it's really section level training.

(85)

6.A Able to take advantage of that time with the Battery. We try. We do a lot of fire missions.

(85)

6.B Any tasks that you train with the Battery that you can't train with the Platoon or the Section? Hasty decon requires the Battery if you're to get the full effect.

(85)

5.A Are you able to take advantage of all of the training time with the Platoon? Yes. It's organized with classes.

(86)

5.B Are there tasks that you can train on with the platoon that you can't train on with the section? Yes, getting fire missions and communications goofing. Most of the time we get it from the Battery. Commo easily goes down and we have to fooling with it.

(86)

6.A Are you able to take advantage of the training time with the Battery. Not all of it because lag time slows it down. Most of the time we're just waiting. Fire missions come slowly if there are new guys in the FCC.

(86)

6.B Any tasks that you train with the Battery that you can't train with the Section or the Platoon? Maybe NBC -- hasty decons are at the Battery level.

(86)

6.A Are you able to take advantage of all the time with the Battery? Most of the time if you fold section training into it.

(87)

6.B Are there any tasks you train with the Battery that you can't train with the section or the platoon? No, but the Battery needs us to make a full spread.

(87)

5.A Are you able to take advantage of that time with the Platoon? There's a lot of slop time which I use for cross-training. Out of the three days maybe six hours is real active stuff.

(89)

6.A Could you take full advantage of the time with the Battery? We spend more time convoying than we do actually doing fire missions, reloads, and training.

(89)

5.A Are you able to take advantage of the time training with the platoon? It varies depending on what we're doing. Firing missions may be interrupted by broken equipment, -- like tracks. Not since October have we been out without the SPL breaking down. Downtime aside, not enough is happening. Missions are not coming down from FTC. We never know where missions are coming from. We can get more training as a section.

(90)

6.A Are you able to take advantage of the time training with the Battery. It depends on everything being up. If the FTC or the SPL is down then no. We won't always use lag time effectively. Getting ready for the ARTEP accelerates training. Since Feb., there have been many mechanical problems. The whole Battery seems to be that way. The last FTX three out of six that went out actually fired. Each section left one SPL in garrison. Calibration was a problem. No calibration, -- no fire.

(90)

5.A Are you able to take advantage of all the training time with the platoon? It's about 50% effective use of the time. I'm S-8 but haven't done an annual because it's hard to get updated TMs.

(91)

6.A Are you able to take advantage of the training time with the Battery? Only about 25% of the time is quality training which is like six hours out of 24. The communications and the vehicles go down and trying to locate 27Ms who are under someone else's control is a big maintenance problem. It's a real training distractor because the 27Ms aren't under Battery control.

(91)

5.A Are you able to take advantage of training time with the platoon? Out of the five hours on Thursday maybe 1-2 hours is good training. In the field it is much better. The remainder of the five hours is section training. Local training includes a lot of snack bar runs and Dunkin' Donuts.

(93)

6.A Are you able to take advantage of Battery training time? During that day and a half it is pretty good training. Yea. Between 0600 and 2100 we do a lot of good stuff and then we start again at 0530.

(93)

5.A Are you able to take advantage of platoon training time? Only about three hours out of every 24. The rest is getting there and back, setting things up, things like that.

(94)

5.A Are you able to take advantage of the platoon training time? Yes, until we're down. It takes a long time waiting for the 27Ms to respond to get back up.

(95)

4.A Are you able to take advantage of the training time with the platoon? Maybe four hours out of 24.

(97)

4.B How valuable is time spent training with the platoon as compared to the section? It's more valuable with the section. There's too much standing around with the platoon in the field. Following the book is boring. Actual experience is more meaningful. We use shortcuts because the ARTEP standard doesn't match field expediency.

(97)

5.A Are you able to take advantage of battery training time? Pretty much except for the evening meetings which are planning sessions. We adjust to whatever isn't happening right.

(97)

5.B How valuable is training time with the Battery compared to training time with the section or the platoon? We get more out of section level or platoon training because our role is not that important to the Battery level activity. We work through the platoon more than the battery.

(97)

1.A How train up on respond to a nuclear attack? I don't know how we'd go about doing that. We've never had it on a training schedule. We've been in MOPP-4 but never trained on the whole routine. It would have to be put on an FTX in order to do all the things we would need to know. We'd have to ask the Platoon Sgt. to get it started or even make it part of the ARTEP. We don't go to training meetings, -- only the Platoon Sgt. does that. Generally the training meeting just covers things coming down. It doesn't handle requests coming up. It includes taskings, details, goals for the quarter. A review of what's been covered. On the last FTX we had a lot of dead time. A lot of sitting around. A 3-day field problem doesn't really cover much. A

(98)

4.A Are you able to take advantage of platoon training time? No. There is a lot of Mickey Mouse stuff. We make start with the book for 30 minutes at the most but when we actually do something many are not really involved.

(98)

4.B How valuable is time spent training with the platoon compared to training time with the section? Section level training is more valuable because you can control the training. The sections function individually. An FTX isn't really three days, it is really less than that.

(98)

5. How often does your section train as part of battery training? Three times in the past six months. The 3-day field problem is really only one day in the field. So 2/3rds of the time is spent getting there and back. And then you're waiting around a lot while you're there.

(98)

5.A Are you able to take advantage of the Battery training time? There's no way you can do it. WSe need to go back to the way it's supposed to be. Soldiers never get a chance to see what it's supposed to be like. This is a sham unit. I'm used to being out for 24 days and getting 4-5 field problems. Here we get maybe 15 days in a year. Our biggest problem is damage. We're restricted from moving so we can't shoot, move, and communicate.

(98)

## 2. In Garrison

Post 1                      Section

4. 'How often do your sections participate in a part of 2ndPlt. training, how often on a weekly basis?' Every Wednesday for approx. 6 hours. 'Are you able to take advantage of all of those 6 hours?' No. Some times we sit around waiting to do something. Times this down time is due to breakdowns.

(13)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? In my battery, quality training is good. The only time I can't do it is when (my people) are with the firing people. The NCOs have discussed this among ourselves. Let's get free from this redundancy. We keep repeating battle drills, battle drills every week. Every week. The monotony works a hardship on the ammo people. What we want is the freedom to train our troops the way we see it. To be given the trust because we know what it is they need. But that doesn't happen here. We give our input to the platoon sgts but nothing happens.

(14)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? When we are in the field, administrative tasks take away from the training more for the ammo platoon than the firing platoon. Most of the training that goes on for the ammo platoon goes on while we're in garrison and not while we're in the field. The best training ammo gets is on Wednesday, or if we hold special events.

(14)

Post 2                      Platoon

5. How about doing it in the motorpool? That gets monotonous and it's not realistic, you get too much simulated. Since we stopped going out to the field all of our training is in the motorpool, the soldiers get very little training out of it.

(27)



9. 'What about those tasks that you have doubts on (NBC-ECCM), is it because you don't get a chance to train, or because they're not important, or they're not up on the top?' We do our ECCM training in the motorpool, but there is no one actually on the radio jamming so it's more of a I read you listen type training...not very realistic. 'How would you go about training up on it I mean NBC?' I think we do quite a bit of NBC training ourselves, some we're sending to school, but as far as in the field we never do operations in the field unless it's an ARTEP and we get evaluated on it. We don't do much training in the field, but individual training we do quite a bit.

(27)

**Post 2                      Section**

4. 'How do you work the team and individual tasks together?' Each crewman has their own individual tasks to perform and they're drilled until each crewman reacts automatically. [3.1 Best by test performance is used and is a good way to measure this type of performance.] (Two other soldiers came in at this point, 2nd Plt. troops) Motorpool training is only key stroke training, you don't run into the realistic training (situations/problems) in the motorpool like you do in the field.

(28)

**Post 3                      Platoon**

XXXXX Why are most tasks trained in the motor pool? Because an FTX forces a crisis. If the operational readiness drops below 90% we can't move the LLM. i.e., protect the operational readiness rating.

(56)

**Post 5                      Section**

5.A Are you able to take advantage of the training time with the Platoon. Yes. We try to follow a good outline. And we have team training on Thursday morning. There are no Platoon FTXs.

(87)

5.B What tasks can you train with the platoon that you can't train on with the section? Communications and fire missions.

(91)

5.A Are you able to take advantage of training time with the platoon? Out of the five hours on Thursday maybe 1-2 hours is good training. In the field it is much better. The remainder of the five hours is section training. Local training includes a lot of snack bar runs and Dunkin' Donuts.

(93)

III. EMPIRICAL DATA TO SUPPORT ANALYSES OF EFFECTS OF PROGRAMS AND C  
CONDITIONS ON HOW WELL THE UNIT PERFORMS

A. Frequency of Battery External Evaluations

Post 3 Section

XXXXX What kind of competitions do you have? We had competitions in Germany. There were battalion awards which were real motivators. It was "Best-by-Test." There's nothing like that at XXXXX. The real Army is in Germany. Proximity to the enemy is a powerful motivator. "Best-by-Test" is a good training exercise. But it needs to be done in the field. It tested the critical skills.

(54)

## **B. Basis for Performance Standards**

### **Post 1 DIVARTY/Battalion**

I use SQT results as an indicator of launcher crew proficiency plus training assessments by myself and the battery commanders each quarter during their live fire exercise and FTX.

(01)

### **Post 1 Battery**

1. (1Sgt.)-- SQT results (Bty. over 80 percent) will tell how well troops are trained along with the job books. (O/O)-- collective training evaluated by giving a collective unit a mission and observe how well the units perform. FM6-60 used as a guide to rate performance.

(05)

9. Use post field After Action Reports to assess training. Look for mistakes that might have been made so they can train up and not make them again on the next field exercise.

(11)

Our training assessment is based on the results from the quarterly safety certification and SQT results.

(15)

### **Post 1 Platoon**

5. 'How do you know how well the Sections can perform their METL/ARTEP tasks, those that have been identified as critical by doctrine?' 1st Plt. does not track (on paper, document) collective tasks, the only way I track it is in my mind. The only way I know their deficiency in a training area is to have that task incorporated into a problem (field exercise) and see how they perform on it. (Collective task performance is more or less tracked via After Action Reports and meetings conducted post FTX. Also a list of lessons learned from the exercise is maintained. These serve as briefing guides for the Plt.Ldr./Sgt. to use within their platoons and to monitor future field performance.

(12)

2. Plt.Ldrs. and Plt.Sgts. spot check and evaluate the training progress of each of their sections. Additional evaluations are performed by way of Best By Test competitions within the units.

(16)

3. Performance standards are taken from Soldiers Manuals and Bn. training guidance.

(16)

4. Individual skills are measured/assessed by section chfs. Section chfs. input training needs to the Plt. Sgt.

(16)

### **Post 1 Section**

2. Employ Job Book to evaluate troops knowledge and training needs.

(08)

Have never seen the ARTEP MTP booklet. It has been a least two years since the last ARTEP. I have been here 3 years and 8 months and have been through two battery and one battalion ARTEP.

(09)

HOW DO YOU KNOW HOW WELL YOUR AMMO PLT CAN PERFORM ITS TASKS? We use SQT scores. Next week we will have a crew-level excursion,-- will test them on different aspects of up-load, down-load, navigation, map reading, communications to see how well they know their tasks. We have a certification coming up in February for the deployment we're going on. We have developed our own crew level evaluation. It used to be best-by-test but that didn't provide for good evaluation so we're going to take them out and see how well they perform in a tactical situation in a live fire.

(14)

HOW WOULD YOU FIND OUT HOW TO DESTROY AMMUNITION? I'll ask my people -- other sections to see how they do it. When we go to the field, we train on stuff like this and when we get back if they tell me I'm all messed up on this then we train up to learn that task. (4.1 It's kinda hard for me to get an ARTEP manual.) Also I make my own evaluation.

(14)

ON 50/50 GOs, WHAT'S YOUR PLAN ON GETTING YOUR PLT UP TO SPEED? That's why we're running that exercise next week. After we have that evaluation we'll be able to look at the results and decide where we're weak and what we need to train on.

(14)

REVIEWING HANDOUTS: HOW WOULD YOU TRAIN YOUR PEOPLE TO PREPARE FOR A NUCLEAR ATTACK? Take them to the field and get with my NCOs and do an evaluation to see how well we do. Train up on deficiencies.

(14)

THESE ARE E-1 TO E-4S THAT ARE DRIVING THESE TRUCKS? A real training problem is getting these guys to where they want to go. Especially if they are going off the beaten path. They're well trained for what to do before they leave and what to do after they get to where they're going. It's what's happening in between that is the real problem.

(14)

11. Sections have never taken an ARTEP.

(17)

Post 2 DIVARTY/Battalion

The ARTEP MTP manual is pretty well laid out.

(24)

Post 2 Battery

5. 'How do you do it, do you rely primarily on your commanders evaluation or do you have these records maintain these records of these scores?' Yes. The last live fire I had the DD to maintain the times each launcher was ready to fire, so I could measure it and give information and feedback to the Sec. Chfs. The same with the Plt. HQ. That is an example of how I evaluate whether they have met the standard.

(26)

7. We think the only thing thats measureable are the HEMETTs, SPLLS, the two HQs., and the Bty. FDCs. How can you measure the others (e.g. supply and maintenance)

(31)

6. Section Chiefs track progress of their soldiers by use of the Job Book.

(35)

**Post 2                      Platoon**

10. 'How do you know how well your sections can perform tasks? Do you get that from your weekly training meetings, or from records,....?' We're out there observing now that we're getting hot weather. During live fire exercises and FTXs it becomes very obvious which sections are performing well and which are not. There is a Bn. wide best by test scheduled for next month. 'Anybody know anything about best by test?' (Can't make out any of the answers). 'Is there a plan for best by test?' This time there is. Should be run by the ARTEP manual. ARTEP and -10. 'Who would do that?' The S-3.

(27)

2. 'How do you know how well your Plt. can perform it's wartime tasks?' Job books, SQT results, and the Army on the job performances when we are in the field(?) 'Against what standards do you evaluate task proficiency (collective tasks)?' XXXXX The ARTEP manual and something from Bn. (I could not make out what was said). XXXXX

(32)

7. Section performance is guaged by observation of task performance, and questioning troops about task procedure.

(36)

**Post 2                      Section**

3. 'Do you have weekly training meetings or anything like that? How do you get word back?' Once in a while they'll come up to you and say we need training for this-this-this date now. It might be tomorrow or Friday, they might say they need it now. One section chief kept a list of tasks his driver missed on his last SQT. If they come up to him and ask what training he needs for day X week Y he gives them those tasks. Said they don't have time to sit down and go through a job book...Plt.Ldrs/Sgts do it, but as far as the people that do the training we don't get to sit in on training meetings.

(28)

7. Low scores on the SQTs are good indicators that training is needed for certain tasks. Results of the SQT tests could take four month to get to the Plt./Section level.

(29)

3. 'How do you know how well your Plt. performs it's tasks?' SQT scores and first hand observations. We rely heavily on the Sec. Chfs. doing their part of the training of their troops. We also use a periodic (quarterly) best by test, feels this is by far better than written test because it's hands on training.

(30)

5. 'How do you know your trained?' Soldiers Manual and by the tasks the Bty. sets forth for training. [1.3 Go to the field once a month and NBC is trained at least once a month.]

(33)

2. 'How do you know how well your Plt. can perform it's tasks?' Things like best by test, the Section Chf. evaluates all the time. 'Who dose the scoring on best by test?' The Chiefs. We also have a Bn. best by test where the best Section in each Bty. compete against each other. 'If you had your choice how often would you do that?' [3.2Every quarter. Here we do it once a year, in Germany twice a year and some units do it quarterly, it would be better if we did it quarterly.] 'How long does it take to conduct a single best by test exercise?' [3.3About five hours, it depends on how many stations are set up.]

(34)

8. 'How do you know how well your Sections are performing their tasks? The Sections work together all the time so the Chief knows how well they are doing. 'What do you do to evaluate Section performance?' We're never together as a Plt. The individual crews are out doing their jobs. It's an average of all the crew performance. Records are kept in the Job books.

(34)

3. Individual task performance is evaluated through training and weaknesses are identified. Weak areas trained up, then collective tasks are dealt with. Training evaluations are made via observations and After Action Reviews when the training has been completed.

(38)

7. Troops performance is evaluated against Bn. and Bty. standards (time to perform a given task) based on ARTEP standards. (Best by test type evaluation). Bn./Bty. standards are lower than the Army wide standards.

(38)

#### Post 3 DIVARTY/Battalion

14. Who is responsible for individual training, and how does he track performance? Section Chiefs. And we have the CO's evaluation of the SQTs to identify weaknesses. We hope the Sgts and the 1st Sgts are doing their job. The best thing we can do is to give them time.

(41)

#### Post 3 Battery

1. How do you keep track of how well your Battery/Platoons/Sections are trained? We had a Sec Chf/Gunner verification before any live fire, -- it was a good way to track their skills before you let them go live fire. Before the SQT test we implemented a very intense training plan.

(44)

A. How use information about individual performance to develop your training program? The 1st Sgt and myself go around and observe the individual performances. Then he goes round to the Section Chiefs and then comes back and briefs me and from that we develop the training program.

(44)

XXXXX With respect to the composite platoon, do you have any evidence that it worked? Yes, the exams are down in the Battery training room. What we did was to take things out of the -10 for the carrier, things out of the -10 for the launcher, firing mission procedures, safety diagrams out of the 6-60 and we made about a 5-6 page test. It was challenging; when I took it it was challenging for me having never been a launcher.

(44)

**Post 3 Platoon**

2. Platoon performance? As far as the ARTEP tasks are concerned you identify your weak areas and train up on those.

(46)

During live fire FTX, whenever we have one for the platoon or the Battery, the Battery Commander observes with the Platoon Leader and the Platoon Sgt to see how the platoon is doing. We're supposed to have an FTX in May. It might be a platoon FTX, or a platoon live fire, or it might be a battery FTX. The (last) FTX we had was a 3-day exercise here at XXXXX.

(47)

2. How know how well platoon can perform its tasks? Basically, as far as that goes, we had a platoon FTX in January for evaluation. Our platoon was supposed to go to the NTC but due to funding we were bounced off that, so we substituted our platoon evaluations during live fire demonstrations.

(47)

4A. Plans to train platoon to bring up to speed? NBC is 50/50. Individual NBC is OK but if the platoon goes to the field, -- NO GO. We don't train NBC as a platoon. Basically, we'll use the CTT, but the battery doesn't have an NBC training plan.

(47)

5. How know how well sections can perform? We use the CTT exercise -- the war-fighting skills. We run through those tasks under observed conditions. We see them on the FTX and we can tell how well they can perform their fire missions.

(47)

5. How know how well sections can perform their tasks? We'll use the ARTEP standards and the SQT scores for that. And then we'll actually perform timing on the various firing mission tasks.

(48)

2. How do you know how well your platoon can perform its tasks? I'd observe how well they can perform during battle drills.

(56)

**Post 3 Section**

2.A How do you know who needs training in what area? The platoon Sgt. will check me out (the Gunner).

(53)

**Post 4 Battery**

6.E Are diagnostics used? The SQT is the only test I can think of besides the safety tests. I would like to see Battery level certification.

(62)

**Post 4                      Platoon**

2. How do you know how well your platoon can perform its tasks? When I feel we're trained to the ARTEP standards so that we can put it together as a battery. We have the ARTEP but distribution isn't very good. Many of the manuals are so new that they aren't available -- like the 6-60.

(63)

5. How do you know how well your sections can perform their tasks? The Plt.Ldr. and myself conduct personal observations and look at the SQT scores.

(63)

1. Training guidance from the battery? We don't get a lot, and when we do it's very broad. Basically, training is left up to us. We do get a long range calendar. There is very little training guidance from the Battery CO. We use the ARTEP manual and the mission training plan. We try to plan a month ahead by having weekly meetings at the battery level, but there are no clear-cut objectives and no evaluation of whether the objectives are being met. And we don't have any after-action reports, either.

(67)

2. How know how well platoon can perform its tasks? We have round-robins when we go to learning center forums. We can ask a lot of questions. We work to standards, but individual evaluations don't always happen. We can't always get the whole platoon together.

(67)

5. How know how well sections can perform? No one here keeps hard records. The evaluation is very informal, but I think we can tell. These crews can handle a primary mission of sending rockets downrange. But I'm less sure about the secondary skills.

(67)

2. How do you know how well your platoon can perform its tasks? We work straight from the manual -- the CTT provides the CO's evaluation. It's an SOP. We observe the sections performing their tasks. We have listed nine tasks that are 13M peculiar. It changes with the location. We may stress one task vs. another. There are 6-8 grading criteria.

(71)

5. How know how well sections can perform tasks? We follow the job book tasks -- either GO or NO-GO -- and train up accordingly. The readiness rationale says that all must have firing experience. The turnover is too great to be accommodated with 108 rockets. Section certification is the only real check. We had three live fires all last year. Dog/Pony shows takes from the 108 rockets.

(71)

2. How do you know how well your platoon can perform its tasks? No. No way. Not unless I sit down with the platoon leader. The way it's set now they are in charge of the firing platoon and the ammo platoon so they are responsible for all that training.

(75)



5. How do you know how well your sections can perform their tasks? We'll never know. The only way to evaluate it is by an ARTEP or a year in combat. I can evaluate a platoon but I can't evaluate how I interact with a platoon or how I lead a platoon or how I interact with the Battery Commander.

(75)

6. Do you keep records on your sections' proficiencies by task? We would have to take the ARTEP tasks and plan an evaluation. The After-Action Reports probably serve in that respect.

(75)

**Post 4                      Section**

2.A How know who needs training in what area? By observation and SQT scores.

(65)

**Post 5                      DIVARTY/Battalion**

12. How do you know when the MLRS Battery is up to snuff? Quarterly inspections. The Colonel observes, and the XO, and myself. So we monitor SQTs and ARTEPS.

(81)

**Post 5                      Battery**

1.B How determine strengths and weaknesses in Battery/Platoons/Sections? The training schedules emphasize the weaknesses for training. It separates training at different levels.

(83)

**Post 5                      Platoon**

2. How know how well platoon can perform its tasks? By the job books. We make an assessment.

(84)

5. How do you know how well your sections can perform their tasks? Supervision, -- it's about all you can use.

(84)

2. How do you know how well your platoon can perform its tasks. From the ARTEP, live fires, SQT and CTT scores, and by observation.

(88)

5. How do you know how well your sections can perform their tasks? Just from knowing the platoon and how well they can perform. Also from the test scores and the ARTEP.

(88)

6. Do you keep records on your sections proficiencies by task? Each section keeps job books. I watch the Chiefs and once a month I check the job books. We also have the Field Ecpediency Book which is a larger version of the job book.

(88)

2. How do you know how well your platoon can perform its tasks? At an FTX we see it all. When we return we can focus on the demonstrated weaknesses.

(92)

2. How do you know how well the platoon can perform its tasks? When we go down range I can observe how well my soldiers can perform their tasks.

(96)

**Post 5****Section**

XXXXX Anything you can suggest that we haven't touched on? Yes. The cadre course needs to be improved if an E-6 is to go straight to a SPL as a Cheif. The same with ammo. Also, an ARTEP is a paper chase. two hours after we started the Colonel radioed that everybody was dead except for two SPLs so we started all over. It's not a fair evaluation of what a Battery can do. It's only so command can display apparent unit readiness and competency. We had only three days to train up for it. With the SQT there is only one way to do it and that is by the book. The SQT goes by the most recent manual change which I don't have. We resubmit the order but we still don't get it. You have to go by change numbers.

(93)

2.A How do you know who needs training in what area? It's hard because we have nothing to judge it against. The trucks are sprad around and I'm not there to see what they're doing. I can't supervise when the trucks are all spread around. If the chief isn't there is should fall to the Platoon Sgt. It makes for bad training. We don't do night training enough to train up to speed. The trucks can't always go where the SPLs go because the trucks can't pivot around sharp corners. Trucks have a very wide turn radius. You have to work within the limitations of the least mobile vehicle.

(98)

**C. Records kept/Documentation available on**

**Post 1 DIVARTY/Battalion**

Individual proficiency of launcher chief of sections, gunners and drivers are critical to our combat ready capability. We use the SQT results as an indicator of our crew proficiency and therefore our combat ready capability. The SQT is of such importance that we have an intense training program in that area. The battalion's averages for our 13M and 13P soldiers have been higher than the Department of Army averages.

(01)

SQT results are used as an indicator of proficiency.

(01)

Because we are a decentralized unit most of the training records are kept at the Bty. level.

(03)

Relys on the Bty. Cmdrs. to provide assessment of training so that the S-3 knows the level of training within the battalion.

(03)

**Post 1 Battery**

11. CTTs are trained up by the soldiers Section chfs. Sgts. books are maintained and checked periodically by the Bty. 1st Sgt.

(11)

3. Battery maintains SQT/CTT scores. SQT scores also act as a training tool (indicator) of training needs. Sgts. time provides good information regarding training level strengths and weaknesses.

(11)

**Post 1 Platoon**

A record of platoon proficiency by task is contained in the SQT results and job books which are kept at the section chief level. That is individual SQT/CTT task proficiency for individuals within the platoon rather than ARTEP-MET task proficiency for the platoon.

(06)

2. 'How do you know how well your Platoon can perform the say the ARTEP tasks or your METL related tasks?' Section Chfs. identify any short comings with their drivers and gunners and provide feedback to the Plt.Sgt./Plt.Ldr. at weekly training meetings. Collectively, the only opportunity we have to observe the collective training is when we go on a FTX XXXXX which isn't as frequent as it should be. 'How frequent is it?' Once every couple of three months. We shoot once a quarter. We go out and shoot once a quarter, that takes up a full day XXXXX -and the two days we have left we do battle/section drills.

(12)

3. 'Do you keep records on your platoons proficiency for METL tasks?' Yes. Each Sec. Chf. keeps a (training) record of his crews and it's recorded on a Job Book, and he also has a field expedient type Job Book that he will record Gos/NoGos on certain jobs driver/gunner has to perform that are critical, and (tasks) that the whole crew has to perform that are critical. This is Bty. wide procedure.

(12)

5. 'How do you know how well the Sections can perform their METL/ARTEP tasks, those that have been identified as critical by doctrine?' 1st Plt. does not track (on paper, document) collective tasks, the only way I track it is in my mind. The only way I know their deficiency in a training area is to have that task incorporated into a problem (field exercise) and see how they perform on it. (Collective task performance is more or less tracked via After Action Reports and meetings conducted post FTX. Also a list of lessons learned from the exercise is maintained. These serve as briefing guides for the Plt.Ldr./Sgt. to use within their platoons and to monitor future field performance.

(12)

8. 'How do you handle individual task training?' New question!! 'How do you handle the transition of this new soldier 30-40 percent trained, who gives them the other 70-60 percent of training to get them trained up?' I don't put the new guy with an inexperienced crew, I'll put him with an experienced crew. Book training is good, but hands on training with an experienced crew is the best way to train the new guy as far as retaining the training. XXXXX 'How do you know that the Chief that you gave the new soldier to is in fact bringing that new soldier up to speed?' I evaluate the soldier one-on-one given a hands on situation. or give him (the new troop) a written test. XXXXX Chiefs also require the newby to get into the book (TMs/FMs) and research different situations.

(12)

1. CTT and Bty. METL tasks are trained every Wed. during Sgts. time. Records of task performance proficiency are kept in a Squad Book.

(16)

Post 1 Section

2. Employ Job Book to evaluate troops knowledge and training needs.

(08)

Post 2 DIVARTY/Battalion

1. Orders for PCS go through the 1 shop. No Bty specific records are kept to show troop highs and lows.

(23)

Our fire missions are now under 5 minutes from receipt of mission; in some cases, they are under 4 minutes. Other MLRS units are probably still trying to brake through the 5 minute time barrier. We have a pretty good battalion right now - 90 days ago I couldn't say that. For the task perform a hasty decon, that is something we do every FTX. We track the whole battalion by name in such areas as CTT/SQT scores, PT scores, weapons firing results and the last time through the gas chamber.

(24)

Post 2 Battery

5. 'How do you keep track of how well your Bty., Plts., and Sections are trained?' [3.1 There are a several ways you can evaluate training, the ITEP describes several, SQTs, FTXs (internal), ARTEPS, Best by Test is an excellent tool, CTT.] MOS related things, the best way I think you can do that is, if you know you have a field problem coming up identify specific tasks that you want your soldiers to perform and make them meet the standard. If you only have one task, then they have ten days to meet the conditions and standards of the task, that's a good tool that a commanders evaluation is probably the best, that a commander has to be familiar with...all aspects of an ARTEP.

(26)

6. 'Do you keep records of that?' Yes. I do not keep all SQT data but that's at Bn. if I need it.

(26)

1. Records are kept at Bty. and also centralized at Bn. in a computer data base. Can access troops training data by entering name and SSN. Information on PT score, STQ, weapons qualification data, CTT. At Bty. similar info. is maintained by Trng.O and 1stSgt.

(31)

6. Section Chiefs track progress of their soldiers by use of the Job Book.

(35)

#### Post 2 Platoon

10. 'How do you know how well your sections can perform tasks? Do you get that from your weekly training meetings, or from records,.....?' We're out there observing now that we're getting hot weather. During live fire exercises and FTXs it becomes very obvious which sections are performing well and which are not. There is a Bn. wide best by test scheduled for next month. 'Anybody know anything about best by test?' (Can't make out any of the answers). 'Is there a plan for best by test?' This time there is. Should be run by the ARTEP manual. ARTEP and -10. 'Who would do that?' The S-3.

(27)

13. 'Do you keep records of your sections proficiency by task and do you keep records of where your sections need particular guidance?' Feed back in the form of CTT, and SQT scores always. It's an ongoing thing.

(27)

3. 'How do you keep track of how well your Plt. is trained?' Job books, input from the section chiefs.

(27)

10. 'If we wanted to know for the last six months? Is there any records kept of what happened...let's start from last June....? Could we look somewhere and find out that in February these ranges were used?' Bty. training office and the Bn. S-3 shop they have the whole year.

(32)

2. 'How do you know how well your Plt. can perform it's wartime tasks?' Job books, SQT results, and the Army on the job performances when we are in the field(?) 'Against what standards do you evaluate task proficiency (collective tasks)?' XXXXX The ARTEP manual and something from Bn. (I could not make out what was said). XXXXX

(32)

3. 'Do you keep any type of records of the proficiency of your Plts.?' Just notes on performance that I feel is weak.

(32)

5. 'How do you know how well your Sections can perform their task?' XXXXX Sections are trained by the Sec. Chfs. every Wednesday. XXXXX The overall test would be when we come together in the field on FTXs and by just observing, monitoring traffic over comm. nets and also scores of SQTs. XXXXX XXXXX We do about one FTX per month and are out 7-10 days. We try to get out to our local training area every Wednesday. XXXXX

(32)

5. Plt. Job Books are used as a training record within the platoons. Poor performance on any task(s) are recycled into the training schedule.

(36)

8. Platoon training record keeping is done via the Job Books.

(36)

#### Post 2 Section

3. 'Do you have weekly training meetings or anything like that? How do you get word back?' Once in a while they'll come up to you and say we need training for this-this-this date now. It might be tomorrow or Friday, they might say they need it now. One section chief kept a list of tasks his driver missed on his last SQT. If they come up to him and ask what training he needs for day X week Y he gives them those tasks. Said they don't have time to sit down and go through a job book...Plt.Ldrs/Sgts do it, but as far as the people that do the training we don't get to sit in on training meetings.

(28)

3. 'Do you keep records on your Plts. proficiency by task?' Job book. All tasks are in the book. 'Are there any other records that serve as a documentation?' SQTs.

(34)

8. 'How do you know how well your Sections are performing their tasks? The Sections work together all the time so the Chief knows how well they are doing. 'What do you do to evaluate Section performance?' We're never together as a Plt. The individual crews are out doing their jobs. It's an average of all the crew performance. Records are kept in the Job books.

(34)

8. Training records (proficiency by task) at the Section level are kept in the Job Books for mission tasks.

(38)

#### Post 3 DIVARTY/Battalion

12A. How do you know when the MLRS Battery is up to snuff? NTC performance. Lacking NTC rotation, the Battery ARTEP.

(41)

**Post 3 Battery**

In the training room I kept a Commander's Evaluation Book which had all the battle tasks for an MLRS platoon, -- ammo, FTC's, whatever, and based upon the training which had gone on for that month I would say these guys were either T for trained, P or P+ if they needed more practice, and a U for guys that had been out of an NTC rotation the longest because I think that the best way to get fully trained is to go out and do a lot of exercises. There's no one set school solution. You have to combine a lot of things. Without a real set MLRS doctrine you have to be real innovative because you don't have a battalion commander and you have to do a lot of stuff on your own. If the command was successful it was because of the little tools we used that way.

(44)

1. How keep track of B/P/S training? CTTs, weapons qualifications, Divarty 'Pass' records, Section Chief's books

(45)

17. Do you formally track turnover/turbulence? There are no written records.

(45)

6. What is training based on? Based on demonstrated weaknesses as documented by SQT, CTT, etc.

(45)

XXXXX Do you have battle drills? Yes, at each level. They are locally developed. Also METLs from battery to section. Each platoon. Divarty has after-action reports 89-13, but the Section Chiefs have their own records as well.

(45)

**Post 3 Platoon**

6. Keep records on Section proficiencies by task? Yes, -- job books are kept by the Section Chiefs.

(46)

3. Keep platoon level records on task proficiency? Job books. They're all in my office. They list all the individual tasks a soldier needs to know. They're reviewed weekly.

(48)

**Post 4 DIVARTY/Battalion**

12. 'In managing training, how do you know when the MLRS Bty. is up to snuff?' Through a informal assessment of their proficiency both just from observation during their training and feedback from the Bty. Cmdr., unit ARTEPS, and Command Insp. program. 'Do you get involved in review of SQT scores, or CTT results?' No. It's addressed as part of our quarterly training review. 'Do you monitor and advise on training needs at the Bty., Plt., or Sec. level?' Not really. Unless there is a need for me to intervene. 'Who is your POC at the MLRS Bty.?' The Bty. Cmdr.

(59)

14. 'Who is responsible to you for individual training, and how does that person track performance and individual skill development/sustainment?' The DIVARTY CSM and each of the Bns. CSM and the separate Bty. 1SGTs are considered the individual training managers that's their charter by DIV., and they each have their own set of methods for training. To me it seems that the ready reference everybody should be going by are the CTT manual and the Job Books. 'How do you use information about individual performance and skills to develop your training program?' The focus at that we focus on are the survival skills.

(59)

**Post 4 Battery**

1.A Do you keep records on battery training? No. Not physical records except for safety certification. If you wanted to know what we were strong or weak in you could look at the ARTEP, the SQT scores, or the section certification

(61)

1. How do you keep track of how well Battery/Platoons/Sections are trained? We don't particularly. We don't keep records, so if you wanted to find out how well they're trained you would have to ask the Platoon Leaders.

(62)

**Post 4 Platoon**

3. Do you keep records on your platoon's proficiency by tasks? We don't have any records to speak of. We have the soldier's books for the individual tasks, but MLRS is hard to track collectively. There are no job books for MLRS peculiar tasks.

(63)

6. Do you keep records on your sections' proficiencies by task? No.

(63)

3. Keep records on platoon's proficiency by task? There are no hard copy records and no job books in the unit. We only keep records on battery activities because it's a requirement.

(67)

5. How know how well sections can perform? No one here keeps hard records. The evaluation is very informal, but I think we can tell. These crews can handle a primary mission of sending rockets downrange. But I'm less sure about the secondary skills.

(67)

3. Do you keep records on your platoon's proficiency by tasks? We use the job books which are readily available through pubs.

(71)

3. Do you keep records on your platoon's proficiency by tasks? I've got records of the training events for the ammo personnel.

(75)

**Post 4 Section**

8.A What methods do you use to train these tasks? I'm always right there with them. We don't have job books so everything is by direct observation and hands-on practice.

(64)

**Post 5 DIVARTY/Battalion**



1. Where do we get individual MLRS soldier records? They're on the 201 Forms in the Personnel Services Company.

(80)

3. Do you formally keep track of turbulence in the MLRS Battery? I monitor it but I don't keep a record of it. I would have to call the Battery.

(80)

12. How do you know when the MLRS Battery is up to snuff? Quarterly inspections. The Colonel observes, and the XO, and myself. So we monitor SQTs and ARTEPS.

(81)

#### **Post 5 Battery**

1. How keep track of how well your Battery platoons and sections are trained? Team training and the last two days of an FTX are Battery tasks.

(83)

1.A Do you keep records? Yes we do. We have the standard PT scores and the weapons firing scores. We have the ARTEP evaluation packet.

(83)

#### **Post 5 Platoon**

2. How know how well platoon can perform its tasks? By the job books. We make an assessment.

(84)

3. Do you keep records on the platoon/s proficiency by tasks? No. Just the job books.

(84)

6. Do you keep records on your sections' performance by task? No.

(84)

3. Do you keep records on your platoons's performance by task? I have the SQT and CTT scores and notes from counseling sessions.

(88)

6. Do you keep records on your sections proficiencies by task? Each section keeps job books. I watch the Chiefs and once a month I check the job books. We also have the Field Ecpediency Book which is a larger version of the job book.

(88)

3. Do you keep records on your platoon's proficiency by task? i don't. Filing is a problem. The Battery Training NCO keeps those files.

(92)

6. Do you keep records on your sections' proficiencies by task? As the Platoon Sgt. i keep a card on each soldier with his scores on the SQT. I monitor his job proficiency. There is considerable variance maong personnel. We'd like to have unit stability but it is virtually non-existent. Tasking leads to split sections which weakens training and gets in the way of crew cohesiveness.

(92)

3. Do you keep records on your platoon's proficiency by tasks? I don't but the section chiefs do and I key off their job books.

(96)

6. Do you keep records on your section's proficiencies by task? No.  
I monitor the section chiefs' job books. I have only 25 of the  
authorized 40 people for the ammo platoon.

(96)

#### D. Self-ratings

Post 1                      Battery

We can do the job when we get on the ground. Deployment is weak. Almost all my deployment tasks are rated partially trained.

(15)

Post 1                      Section

As chief of section. I tell my platoon sergeant the training I need but I'm not getting it. The reason is because the platoon sergeants schedule what we already know for the sergeants time training on Wednesdays. We won't learn our war fighting skills at Fort XXXXX. We won't learn them until we get into the fight. On a three day field exercise, we turned in 20 radios. If you can't get a radio to send a mission, we don't have a purpose in being out in the field.

(09)

The biggest "burn-out" about our sergeants time training on Wednesdays is the repetitiveness. The scope of that battle drill training is limited to processing fire missions, launcher reload operations and NBC. There is nothing difficult about launcher operations. We won't learn our war fighting skills at Fort XXXXX. Won't learn them until we get into the fight.

(09)

We have a SQT train-up period that begins 1-2 months out from the test. Our quality training time is on Wednesdays when we are supposed to be allowed to work on SQT tasks. The battalion S3 provides a SQT roll up by task number for the batteru. The list shows the number that did poor and the number that did excellent by task. We start with the weakest first. I could get through the whole soldiers manual for 13M skill levels 1 and 2 in three months using only Wednesdays. We do not use CEOI(s) here at Fort XXXXX and nobody knows how to authenticate. MIJI is only taught around SQT time. That's the SQT scores were low in that area.

(09)

I feel we can accomplish the ammunition section mission in war time.

(10)

(TRAINING DISTRACTORS QUESTIONNAIRES) It takes 4-5 months to train people adequately. If we are constantly rolling them over into other assignments then we are faced with the problem of having untrained crews constantly.

(14)

WHAT TYPE RECORDS DO YOU KEEP ON THE PLT TASK PROFICIENCY? The section chiefs keep that in their books.

(14)

8. Sections require at least a week per month in the field to become and maintain a combat ready status.

(19)

Post 2                      Section

4. 'Do you keep records of your Plts. proficiency by task?' We keep Job books. We also do pre-CTT testing.

(30)

19. 'Do you feel confident about your survivability in an NBC environment?' Mixed reactions yes to maybe. We do not train realistically.

(33)

10. 'What about training the Section on NBC tasks?' We have so many new people that's why there is doubt on Section performance of the tasks on the list.

(34)

11. 'What about some other things like self-help, classroom, or collective training, or how about simulators?' No soldier at Ft. XXXXX can drive a HEMTT and trailer. If we went into combat tomorrow and the soldier was told to load two Pods on the trailer he couldn't do it. All our trailers are being replaced with the newer model and we have not been using them.

(34)

1. How train up on NBC tasks? The first requirement is to get those tasks on the training schedule because until that happens that whole area will just keep getting pushed under the table. Nobody likes to train in NBC but until we do enough of it to get comfortable with it we won't be able to do it.

(37)

4. Platoon/Section training records are maintained via the Job Books and also to indicate what training is needed.

(38)

Post 3                      Platoon

4A. Plans to train platoon to bring up to speed? NBC is 50/50. Individual NBC is OK but if the platoon goes to the field, -- NO GO. We don't train NBC as a platoon. Basically, we'll use the CTT, but the battery doesn't have an NBC training plan.

(47)

7A. Hangfire procedures are 50/50. How do you train for that? We have three days a week when we can look at the sections and find weaknesses. When we do we pass that to the platoon training schedule. Then we can run our own training schedule according to what we see as a weakness while we're training.

(47)

XXXXX If the balloon went up tomorrow could you do the job? NO!

(48)

3. Do you keep records on platoon proficiency by task? No. Not really. We get a copy of the SQTs back and we look at that and if there are weaknesses we concentrate on those.

(56)

Post 3                      Section

XXXXX If the balloon went up tomorrow, how long would it take you to respond? Probably two weeks, and maybe there would be one crew ready out of nine, and that would be a 2-man crew.

(50)

8. What are the hardest tasks to train on at section level? Fire mission processing, -- when the launcher is down you can't train. Launchers have been a problem here since '86. They get fixed and then they sit there 'cause no one wants them to break. We are not operationally ready.

(55)

**Post 4**

**Platoon**

XXXXX How do you train? We try to train like we're going to fight. There's plenty of terrain at XXXXX, but somebody needs to rethink how to train. If the FDC gets knocked out TACFIRE doesn't know what to do with MLRS. Every major commander should know what an asset MLRS is. We do our own training plans, but we can't do effective training in the motor pool. You must move the equipment. Vibration on the move is a critical problem. We won't be an effective fighting force because we won't be trained. We'll be a hollow army. We must operate the equipment. There is no flexibility in training. Maintenance is not a Divarty problem, but it should be. The separate Battery gets left twisting in the wind because of the Battalion syndrome.

(63)

5. How know how well sections can perform? No one here keeps hard records. The evaluation is very informal, but I think we can tell. These crews can handle a primary mission of sending rockets downrange. But I'm less sure about the secondary skills.

(67)

6. Do you keep records on your sections' proficiencies by task? We would have to take the ARTEP tasks and plan an evaluation. The After-Action Reports probably serve in that respect.

(75)

## **E. Evaluation**

### **Post 1 DIVARTY/Battalion**

Had to make up their own evaluation materials because the manuals were not out yet.

(03)

MLRS has only two measurable standards regarding ARTEPs, fire mission processing and reloading.

(03)

### **Post 1 Battery**

11. CTTs are trained up by the soldiers Section chfs. Sgts. books are maintained and checked periodically by the Bty. 1st Sgt.

(11)

8. Conduct internal checks via check lists to assess tasks trained (based upon the METL). Will conduct internal ARTEPs when they go out for their next FEX. They will also go out to their local training area for these.

(11)

### **Post 1 Platoon**

2. 'How do you know how well your Platoon can perform the say the ARTEP tasks or your METL related tasks?' Section Chfs. identify any short comings with their drivers and gunners and provide feedback to the Plt.Sgt./Plt.Ldr. at weekly training meetings. Collectively, the only opportunity we have to observe the collective training is when we go on a FTX XXXXX which isn't as frequent as it should be. 'How frequent is it?' Once every couple of three months. We shoot once a quarter. We go out and shoot once a quarter, that takes up a full day XXXXX -and the two days we have left we do battle/section drills.

(12)

### **Post 1 Section**

Have never seen the ARTEP MTP booklet. It has been a least two years since the last ARTEP. I have been here 3 years and 8 months and have been through two battery and one battalion ARTEP.

(09)

11. Three day field training is nothing. Can't train fully like setting up a sleep plan, etc., cause we're awake most of the time during those three days.

(18)

Sgts. time is used to evaluate the progress of the new troops.

(20)

**Post 2                    DIVARTY/Battalion**

This battalion was formed about two years ago. It was formed a battery at a time. After new equipment fielding and collective training completed, representatives from XXXXX administered a ARTEP. I applied my concept of MLRS training right from the start. I had the XXXXX train my NCO(s) who trained the troops rather than having the school train everyone. Because of MLRS dispersion, you rely very heavily on the competence of section chiefs - much more than in tube artillery. My basic combat strength lies with the launcher section. Given that, my training strategy is to develop NCO section chiefs and build trust and confidence between the chief and his gunner-driver team. The section chief teaches to his crew the skills necessary to fight and survive in that isolation on battlefield. The section chief teaches to his people: rifle marksmanship, land nav, first aid, SQT/CTT skills & 13M MLRS crew skills. A critical aspect of our training approach is holding the section chiefs responsible.

(21)

With us being a newly formed battalion, we initially used a centralized training management approach with a lot of training guidance coming from battalion. After the BN administered BTRY ARTEPS, we decentralized training management down to the battery level.

(24)

**Post 2                    Battery**

2. MTP used as a basis for sub-task training. Conduct Best By Test drills at both Bty. and Bn. level for both SPLL and Ammo. elements. Example of the Course: (timed performance of tasks) a. Starting point - Establish Comm. b. Displace 2-3Km - Set up camouflage. c. Offload and reload procedures. d. Emergency destruction of equipment/munitions and return to starting point. At the Bty. level, the Best By Test drills are preparatory to the Bn. event. The Bty. selects thcrews (time/performance) to represent them at Bn. event.

(31)

5. Btys. ARTEP one another. Btys. evaluate each other.

(31)

**Post 2                    Platoon**

3. If it's a Bn. field exercise Bn. evaluates the Btys., but the Plt. Sgts. evaluate their sections.

(36)

**Post 2                    Section**

2. 'How do you know how well your Plt. can perform it's tasks?' Things like best by test, the Section Chf. evaluates all the time. 'Who dose the scoring on best by test?' The Chiefs. We also have a Bn. best by test where the best Section in each Bty. compete against each other. 'If you had your choice how often would you do that?' [3.2Every quarter. Here we do it once a year, in Germany twice a year and some units do it quarterly, it would be better if we did it quarterly.] 'How long does it take to conduct a single best by test exercise?' [3.3About five hours, it depends on how many stations are set up.]

(34)

11. When an ARTEP is scheduled the training schedule is driven by the ARTEP tasks.

(38)

**Post 3 DIVARTY/Battalion**

14. Who is responsible for individual training, and how does he track performance? Section Chiefs. And we have the CO's evaluation of the SGTs to identify weaknesses. We hope the Sgts and the 1st Sgts are doing their job. The best thing we can do is to give them time.

(41)

**Post 3 Battery**

NTC was helpful in that it took us out in a very combat oriented scenario where we didn't have the restrictions and the constraints that we have at XXXXX which has a small box. We could shoot, move, and communicate and in that way I could evaluate them more effectively. Each platoon should be able to go to the NTC within a year.

(44)

**Post 3 Platoon**

During live fire FTX, whenever we have one for the platoon or the Battery, the Battery Commander observes with the Platoon Leader and the Platoon Sgt to see how the platoon is doing. We're supposed to have an FTX in May. It might be a platoon FTX, or a platoon live fire, or it might be a battery FTX. The (last) FTX we had was a 3-day exercise here at XXXXX.

(47)

**Post 4 Battery**

3. Platoon Critical Task List handout. How train the platoons to bring up to speed on weak tasks? The CO gets to evaluate the platoons, but there is no guidance from Divarty or the Battery CO. And there is no input from the Platoon Leaders.

(62)

**Post 5 DIVARTY/Battalion**

5. Do you train for ARTEPS? Yes. Training intensifies before those events. The Battery handles the preparations through their training schedule. We approve it but we don't generate it at this level. We're at about 70% in our understanding of how MLRS operates. We bring evaluators and my S-3 drives the scenario.

(79)

**Post 5 Battery**

1. How keep track of how well your Battery platoons and sections are trained? Team training and the last two days of an FTX are Battery tasks.

(83)

**Post 5 Section**

2.A How do you know who needs training in what area? You don't really know. If it's a new guy assume he knows nothing. The new guy may be old MLRS but new to the SPL if he comes from ammo. You can observe his competency level to determine if he needs initial training or refresher training. Start with a hands-on class and work through everything in the ARTEP. Then give him the manual to study. Then go through the manual with him. Keep the record on the job book.

(86)



9.A How do you know what he needs? Put him through the tasks and see what he needs. Then you show him how to do it by the book and then in the field. Field expediency is different than the book. The fault prompt on the panel is not reliable and the manuals need updating so what you actually show him in the field is what's really important.

(86)

2.A How do you know who needs training in what area? I work directly with my driver -- I don't have a gunner. I go by the job book. Whatever is needed goes on the training schedule.

(87)

2.A How do you know who needs training in what area? By going through a type of drill you can spot a problem.

(90)

2.A How do you know who needs training in what area? It's hard because we have nothing to judge it against. The trucks are sprad around and I'm not there to see what they're doing. I can't supervise when the trucks are all spread around. If the chief isn't there is should fall to the Platoon Sgt. It makes for bad training. We don't do night training enough to train up to speed. The trucks can't always go where the SPLs go because the trucks can't pivot around sharp corners. Trucks have a very wide turn radius. You have to work within the limitations of the least mobile vehicle.

(98)

XXXXX How do we get that training? It's going to have to start up there. I can't do it and the Platoon Sgt. can't do it. The command level has to make the change. Our inputs don't mean anything if the Platoon Sgt. can't make it happen. We need another ARTEP. Somebody coming in from the outside to show them how. Our training schedules are meaningless.

(98)

#### IV. SATISFACTION WITH TRADOC PRODUCTS

##### Post 1 Battery

New AIT troops I receive need HEMTT training. They will generally be assigned as a new 13M to the ammunition platoon where most of the 13M10 slots are located.

(15)

##### Post 1 Platoon

6. New troops out of AIT have no drivers training/experience.

(16)

##### Post 1 Section

New 13M(s) that we get need training on our method of crew drill. They need to become familiar with our vehicles and their components. They need to learn FMCS for our vehicles.

(07)

5. Most new troops in from AIT are first assigned to Ammo. plt, then they are moved to a launcher section, or into recon section/SB mechanic, then up to a launcher section.

(08)

##### Post 2 Battery

20. 'How do you feel about newly assigned soldiers right out of school?' One of my responsibilities as a commander is the initial orientation briefing and that's part of the reenlistment program. I bring each of them in, talk to them, ask them a few questions about their background etc., and allow them to talk to me about anything they want to talk to me about and almost every single one of them told me in so many words, 'let me go to work, I'm ready to go to work that's why I'm here,' they want positions of responsibility as E-2s and E-1s, it's unfortunate you can't do that, but, they are fairly aggressive and these guys are very intelligent and just by the way they tell you exactly what they want. You have your percentage of duds too, but for the most part they are almost nonexistent.

(26)

##### Post 2 Section

14. New troops fresh out of AIT need specific training on their assigned position.

(29)

11. 'What do newly assigned soldiers right out of school need training on most when they report to your section?' [7.1Driving vehicles. From what I understand they get very little hands on driving experience. With the limited exposure they get they don't retain anything.] The first thing we hit is drivers training. 'How do you do it?' In the field. It's a long drawn out process getting a soldier licenced. A lot of times it's a catch as catch can situation getting him licenced. A soldier can be licenced, a legal licence, in the eyes of the Army to drive a vehicle, but he is not allowed to drive a vehicle in the Bn. unless he passes the Bn. certification test which tacks on that much more time and effort.

(30)

15. 'What about the soldiers coming out of AIT what do you think about the training at AIT?' They are trained well on the SPLL but not very well on the HEMTT and Ammo. is the first place he's going to go when he gets here. 'How ready is this guy to go to work when he gets here can he go to the field and function?' He won't have a drivers licence, and he won't have good Land Nav. skills, but he's going to be paired up with an experienced soldier anyway.

(34)

9A. How do you know what training newly assigned soldiers need? You ask him a bunch of questions about his job or you tell him to go do something and you see he hesitates or look at you like, "What's thhat?", you know you got a lot of training to do. I tell them when they come right out of school to forget 50% of everything they learned because there is so much as far as the way an MLRS unit operates that they don't understand, OK?, -- so they have to work with a system to really learn that stuff which is more or less what we do, you know, hands-on is what we do.

(37)

5. AIT training on vehicle operations is lacking in detail. New troops can't come into the unit and go to work, additional training is needed.

(38)

**Post 3 Battery**

20. What do newly assigned soldiers right out of school need training in most? Driver training -- big time driver training. Both trucks and launchers in night convoy.

(44)

20. What do newly assigned soldiers need the most? Land navigation skills and driving.

(45)

**Post 3 Section**

9. What do newly assigned soldiers need the most? To be familiar with every part on the launcher. What pertains to his job. They need an opportuunnity to learn the things that the schools don't cover. Like, they need to perform basic PMCS.

(50)

9. What do newly assigned soldiers, right out of school, need training in the most? Driving. Driving.

(51)

9. What do newly assigned soldiers, right out of school, need training in the most? More OJT. More hands-on training to become familiar with the SPL. And field training. They need more time on their job in the field.

(53)

9.B How do you conduct that training? The section chief drives the OJT to bring him up to level. An S-8, for example, would go into his "20" manual -- dig stuff out for himself to be ready for OJT.

(53)

9. What do newly assigned soldiers, right out of school, need training in the most? Drivers Training. They don't get enough opportunity to drive the launchers.

(54)

Post 4                    DIVARTY/Battalion

14. 'What else might TRADOC do to help the MLRS Btys. train in the field and in garrison, anything that you would like to see happen that isn't happening?' I don't know of anything right off hand, not like I do for other systems where I can see definite things where the school ought to be teaching more hours. [7.1 'The troops that are coming out of the school, is there anything more that the school could do there training wise?' As far as I know they don't have any real burning issues with that, but then on the other hand if you did have a burning issue it's always a trade off. If they agree to teach something then they're not going to teach something else. 'I'll ask you a specific question, the school doesn't license troops, would that help?' I don't think that's a big problem. It takes about a week to five days to get a troop licensed.]

(57)

2. 'Because of the fact that MLRS is here what different approaches have you had to take in the area of training and training management?' [1.2 Nothing really. It trains like everybody else, FM 25-100 principles. No really major changes or differences in training.] 'Regarding training evaluations and performance indicators is there a unique side to this with MLRS?' [2.3 It depends on what you consider really unique and different. We do request outside help on ARTEPS XXXXX.] 'Is there any difference in personnel management or style?' [6.4.2 You look for people coming in with other experience. It's just now starting to become a factor, just now we are starting to get Cpts. in with Lts. experience with MLRS. When we're selecting a Bty. Cmdr. we have to do it with sufficient lead time that we can send him off to XXXXX for school. The average BCs, in the past anyway, has not been that knowledgeable to come right in and take command.]

(57)

9. 'As far as the MLRS Bty. goes, are you getting the kind of soldiers from the school that you need? If not what do you need that you aren't getting?' I think we get the quality soldiers for the most part, I mean you get a 'bent round' once in a while, but that's normal any place. [6.1 I think the biggest is turbulence and the turn around of 13Ms is something fierce, much more so than 13Bs, at least that's been my impression, and it's critical for NCOs. You're looking at a where an NCO is pretty much to some degree, an independent operator much more so than anything else artillery does, and we've gone through one iteration where the turn over for 1SGTs. was about 3 in a 6 month period just because they keep popping up on orders. That's probably the biggest problem right now.]

(57)

11. 'What additional training support products, including manuals, SOPs, documents, simulators, simulations, and training devices do you need?' I think that one of the most useful tools would be some thing similar to ITS to generate fire missions into Bty. FDC. Ammunition in the way of training aids to enhance the resupply. I think that (ammo. resupply) is going to be one of the biggest challenge, next to communication, that that unit is going to have to face in a tactical environment. Resupply is going to be a significant problem, I don't know if there's a better way to train on that or not. Those guys have to be well trained in Land Nav. These guys are going to be traveling over long distances.

(59)

**Post 4                      Battery**

20. What do newly assigned soldiers right out of school need training in the most when they report to your battery? Driving and crane operations. They get a week-long driver training course but they're not fully qualified to operate a vehicle. Getting the license is not the problem, it's a matter of driving experience which can take 4-6 weeks.

(61)

20. What do newly assigned soldiers need the most...? Their general exposure to the Launcher is inadequate. What they need is supervised hands-on training, particularly on the fire control panel.

(62)

**Post 4                      Section**

What do newly assigned soldiers, right out of school, need the most? Emergency destruction of equipment. They don't receive training on that at school.

(64)

9. What do newly assigned soldiers right out of school need training in the most? Map reading is a big one. Also, they need to go over PMCS because they don't know how to do it. Crane operations and working with the pods are other areas.

(65)

9. What do newly assigned soldiers need training in the most? They need everything because they don't know anything. Except they know how to punch in a firing mission.

(66)

9.A How know what newly assigned soldiers need? Just watch them. I knew that the new guys needed map-reading to move ammo from point A to Point B. Then they need communications training.

(66)

9. What do newly assigned soldiers, right out of school, need training in the most? They need a lot of hands-on practice in each area. The school provides basic training but we have to polish with hands-on.

(68)

XXXXX What about the school, -- what does it need? The guys come from the school with good basic skills. It's our job to refine them. My training platform is the SPL itself. We don't have any simulated control panel like the school has. I wish we had simulators because we could save a lot of money. We need simple simulators -- no big deal. Part-task trainers.

(68)

9. What do newly assigned soldiers need training in the most? Maintenance training. The school only provides an overview.

(70)

9. What do newly assigned soldiers right out of school need training in the most? Maintenance. They need to know how the unit operates and then they need to learn the job itself. He has to know the specifics of the job.

(72)

9. What do newly assigned soldiers right out of school need training in the most? You have to sit down with him and go over everything. When my driver came right out of school he knew more about the SPL than he did about the HEMTT because that's what they taught him in school. But they sent him right to ammo.

(73)

9. What do newly assigned troops right out of school need training in the most? They need driving. They really need to learn all over again. And maintenance is a real weakness. They don't know how to do a PMCS. They need to learn the manual and then spend time in the SPL.

(74)

8. What do newly assigned soldiers right out of school need training in the most when they report to your section? You have to reteach them everything. They have to review everything. They just don't have enough time in school. They need to know the tech aspects of the vehicle itself. They have to actually do it.

(76)

8. What do newly assigned soldiers right out of school need the most when they come to your section? Just all of the job details. AIT is not really necessary. You have to go to the field to learn your job. Six weeks of school is less effective than one week in the field. The key skills are: tie-down, reload, dropping pods, RSP, PMCS, and nomenclature. I tell them to follow the book. They learn it with time. They don't really learn it in school.

(77)

XXXXX What about the coom procedures? A new guy right out of school is really weak but he picks it up quickly. You could pretty much do away with school. OJT is better than AIT which should be more realistic.

(77)

8. What do newly assigned soldiers, right out of school, need training on the most when they report to your section? He needs to learn job-related specific tasks. They can't drive when they get here. He'll know bsic driving but he can't handle the real driving conditions.

(78)

Post 5 DIVARTY/Battalion

14 Any critical training problems we haven't touched on? I would emphasize that new soldiers and officers have a firm understanding of PMCS.

(79)

9. Are you getting the kinds of soldiers you need for MLRS? Yes. Just not enough of them.

(79)

9.A/B What is the effect of new troops on MLRS training? I haven't noticed any, but a knowledge of maintenance needs to be emphasized. They need to know how to do a good PMCS.

(79)

XXXXX Would it help to fold MLRS into the cadre course at XXXXX? Oh yes.

(81)

**Post 5                      Battery**

20. What do newly assigned soldiers, right out of school, need training in the most? The Platoon Sgts tell me they can tell what a new soldier needs right off the bat

(83)

**Post 5                      Platoon**

XXXXX Is the school getting the job done? The school has cut back on training. They need to do more maintenance training at the school house. There are son many things on a launcher that can go wrong. It's not a parts problem, it's a money problem. The Battery CO has got to be a budgeteer.

(84)

**Post 5                      Section**

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? They need everything from the ground up. They don't know how to handle a SPL.

(85)

9.C Does training newly assigned soldiers interfere with meeting other training objectives? No.

(85)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? How to drive the SPL.

(86)

9.A How do you know what he needs? Put him through the tasks and see what he needs. Then you show him how to do it by the book and then in the field. Field expediency is different than the book. The fault prompt on the panel is not reliable and the manuals need updating so what you actually show him in the field is what's really important.

(86)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Familiarity with the SPL is the first thing, -- then driving it. PMCS with the carrier, too.

(87)

9. What do newly assigned troops, right out of school, need training in the most when they report to your section? One of the problems I've seen here is not getting the opportunity to do round-robin training. They're not getting experience on critical tasks. Just mop-pushing stuff. If he's a private fresh out of AIT he's not really trained so he'll need to know how to maintain the SPL. Same with the fire control panel. Someone needs to take him aside and really teach him hands-on. He needs knowledge of the equipment -- the carrier itself -- maintenance wide.

(89)

9.C Does working with the new troop interfere with meeting your other training objectives? Sometimes it does, but when someone learns I feel good about it.

(89)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Safety and Drivers Training. They need to learn how to drive at night and in bad weather at night like in a snow storm, moving into position at night and operational safety. They need to know maintenance and how to do a PMCS. They need to know how to use the manuals.

(90)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? He needs to know what is expected of him. I go through the book with him to see what he knows. The school provides the basics but individual motivation is the key factor in performance.

(91)

8. What are the hardest tasks to train at section level? It's all pretty easy. When they come from school the gunners don't know the fire control menu which is dangerous - a risk - because panel damage can put you down for several months.

(93)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver's duties on the firing point. Comprehension of overall activity. They need to relate their jobs to the big picture. The schools are doing their job but they can't relate to unit specific tasks.

(93)

9. What do newly assigned soldiers, right out of school, need training in the most. He should go to a SPL but instead he goes to ammo. Normally, you'll find your best people in the SPL. New guys could get stuck in ammo for 2-3 years where they can't get the added training they need. Many new guys have never driven a SPL. They keep them in class or on a simulator at AIT.

(94)

9. What do newly assigned soldiers, right out of school, need training in the most? Generally the new guys go to ammo. If a new guy went to the launcher it would really need the whole ball of wax as far as training is concerned.

(95)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Truck familiarization and driver training. All they have to do is go to the manual. The AIT school seems to vary their program. Some guys have never touched the HEMTT. We would prefer to have the guy who is familiar with the gear. If he breaks stuff here it could take two months to get it fixed. And they need night training. We've put people into some dangerous situations. usually there is no night training until we go down range. Sometimes the 88Ms break up our trucks.

(97)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver training. They're not getting it in school.

(98)



## V. LESSONS LEARNED/TIPS TO TRAINERS

### Post 1 DIVARTY/Battalion

External events that drive my training are XXXXX. I will deploy my battalion to XXXXX, in support of the XXXXX. That weapon system provides the Corp Commander a deep battle fire support capability. During that three month test, I will have the opportunity to work on my war fighting skills. This battalion has never been to the national training center but I have sent Lieutenant Observer-Controllers. Another training event which we have is our quarterly safety certification. The certification process includes both a written exam and a "hands-on" portion. I am personally involved during the hands on portion.

(01)

### Post 1 Battery

Good to do the safety certification quarterly because of turnover and turbulence with people coming and going. Turnover rate hurts. We get a lot of Pershing people. They attend the cadre course and upon graduation are assigned to us for about 12 months back to Germany.

(15)

The toughest thing about training is maintaining focus. We lose critical trainers who are going out in support of XXXXX and other type tasking requirements.

(15)

### Post 1 Section

Tasks like recover and displace where we only have a 50-50 chance of a go, we don't get time to work on it. We tell "them" we need more MOS training than just maintenance.

(07)

We do battle drills each Wednesday. We do not do much outside of launcher operations. We train on reload with ammunition people about once per quarter. The toughest task to train is NBC. The area is emphasized but it is tough doing things in MOPF4.

(07)

12. Land Nav. skills weak. Post training areas (for MLRS) are so familiar to those that have been stationed here for a while that the skill is not challenged.

(08)

13. Hard to practice reload tasks with the empty pods because the computer has no way to recognize that a reload has been made.

(08)

The biggest "burn-out" about our sergeants time training on Wednesdays is the repetitiveness. The scope of that battle drill training is limited to processing fire missions, launcher reload operations and NBC. There is nothing difficult about launcher operations. We won't learn our war fighting skills at Fort XXXXX. Won't learn them until we get into the fight.

(09)

When I get a new soldier, I ask him to show me what he knows. I can train a new AIT driver to perform the gunner's job with 30-40 dry missions. We can generate fire missions from the launcher. I teach him how to enter start up data and masking data right from the motor pool.

(09)

You are responsible to train your own people and if the NCO is weak in an area, then his people will be weak also.

(09)

I ask new soldiers to show me what they know. They need additional HEMTT training when I get them. If they need launcher training, I will coordinate that with my associated firing platoon sergeant and ask him to have one of his section chiefs give the instruction. I use my assistant section chief sergeant to train new 13M(s) one-on-one. If I didn't have a sergeant in that position, I would train the new soldier with the rest of the section. It would be training for the new guy and review for the rest. I use the -10 manual to teach PMCS on the HEMTT and BOOM control functions for reload operations.

(10)

We have never done a hasty or deliberate decon. AMMO people are in charge of the hasty decon but we have never practiced it. We do some NBC training on Wednesdays but it is limited to working at various MOPP levels and some MB alarm training. The most difficult task we in AMMO have is learning the gunners job.

(10)

(HANDOUTS TO RATE CRITICAL ARTEP TASKS) Re plt defense -- different sections go out with a different firing plt so as an ammo plt we can't evaluate. We do not as a bty use an ammo holding area. When a plt needs resupply, they leave the plt area and run to a point where the ammo plt sgt and his asst -- they write the 581s for drawing ammo -- they get guidance on what we need. The trucks filter through them. They give them the 581s and they go to the unit level setup. They run there and when they're done instead of going to the AHA they go straight back to their platoon. So as far as defenseability, we don't have ammo in the AHA so I'll go with cannot estimate.

(14)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO?  
Navigation -- especially night time navigation.

(14)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO?  
Remember, it takes six weeks lead time to get something into the training plan. When section chiefs hand something in to the plt sgt that they feel they need training on, and then the training plan comes out and it says -- battle drills -- they aren't ready for it. They were looking for something else and they didn't get it. There is a problem in the planning phase because we can't control the conditions we will run into six weeks out. 4.1 At XXXXX there is a real lack of available training area for MLRS. Land navigation training in a tight compacted area just isn't effective. A driver can get 8-9 range violations just driving across post.

(14)

6. Do not train reloading off trailers.

(18)

Assess new troops knowledge on the equipment by hands on training and quizzing. Will also quiz on other soldier tasks both CT and SQT. Will put weaker troops with stronger troops.

(20)

**Post 2                      Battery**

7. 'NBC, is it because you have not concentrated on it, what happened to NBC?' (This question relates to the task list which they rated the Bty's performance on) You can train NBC, but because the situation isn't as realistic as we hope it is, but we're trying to fix it. NBC is just one of those things where people don't believe in it until it happens. We're sending Plt. Ldrs., Sgts., and Sec. Chfs. to XXXXX and the live agent chamber to show them why we stress NBC and proper wearing of the equipment, decontamination, identification of symptoms, etc. We have done an extensive job in trying to beef that up again since I have been in command, but I know that we still have ground that needs broken.

(26)

8. 'How about defend, is that because you all don't defend very much?' It's capabilities. The systems we have M-16s, 50 cal., and maybe a LAW here and there, is not going to provide sufficient resistance against say a light armor unit (platoon or squad size) would demolish our Bn. We're so disbursed where we do small unit operations we rely on mobility. The Bty. is designed where you do a specific thing and everyone in the Bty. has a specific mission and patrolling is not one of them, putting out perimeter defence is not one of those. You have to take cooks, mechanics and people that are mostly unfamiliar with small unit operations, infantry operations, and try to train them to do that.

(26)

13. 'What about section level training, how often do you do that?' The section chief are supposed to conduct the training. Under ideal conditions we have Tuesdays and Thursdays to train. Where we have hurt ourselves is in training the trainer. I can guarantee you that in this battery as well the other Bns. we do a very poor job of training the trainers, if they don't get it on their own they don't get it. We're always short on time!! You don't need a lot of stuff to do good training like bullets, vehicles, etc. you can use a sand table or whatever but if you don't have time to organize and get your troops together and teach them....

(35)

**Post 2                      Section**

1. 'Perform a recon., selection and occupation of position, is not one that a number of folks are uneasy about, is it a task that does not apply so much, is it a task that you do not get a chance to train very much on, or is it a hard task and you got to work on it or what?' It's an easy one for a Chief he's the one that does it, he's out there in the air out of the hatch watching the ground go by he knows where everything is the gunner has a little window he's peeping through he doesn't the whole area. The Chief has the map up in the hatch with him, the gunner is not that well oriented where he is on the ground. The Recon NCO is the one that is getting the experience doing the recon., he's the one that's been told how the area is supposed to be set up.

(28)

1. In AIT we're told how to do it, but it's a lot different seeing it on a piece of paper than seeing it on the ground. If you don't have the practice (two or three times here and there) you're not going to get good at it, or stay good at it. We get a lot of practice on Land Nav walking from point A they'll put a little Land Nav course in, but not in setting up an OpArea for a whole Plt. The map courses we get don't suit the training we need to do. 'Might it not be a good idea to cross train firing and recon?' It would be a very good idea.

(28)

C 254

14. 'What are the hardest task to train at the section level?' ED (emergency destruction). We don't have the resources (simulator kits) for it. Some have made up their own kits but according to them they lack realism. Many of the troops lack understanding of the power of a block of C-4, need exists for a demonstrations using actual demolitions to show the destructive power of C-4 on equipment. [1.20TT training that goes with section level training is a problem. It would be easier to have a group of people teach the task.]

(28)

9. 'Do you train with members of the Ammo.Plt. on reload tasks?' Sometimes on our SQT days. As far as being in the field they don't cross train at all. Never see them. There is not enough rotation between launcher and ammo., they wait a year and rotate them. We have people in ammo. that have been in ammo. since the Bty. started. A lot of those soldiers get attitudes. You don't get that much out of a manual fire mission, anybody can push a button.

(28)

13. Training in Hasty Decontamination is needed, but we can't get the gear from Bn. Another problem is all three Btys. wanting training on the same things puts a strain and drain on resources available.

(29)

10. 'What are the hardest Section level to train on?' Training isn't hard, the problem is loosing troops to details, PCS, etc. It's hard to maintain a level of training.

(30)

11. I don't think...they're tested on things they should already know that they have been already taught. I think it's more hinderance than help. Land Nav. is another problem. We often roll drivers training in the field in with Land Nav.

(30)

6. 'What is there about destroying ammunition that is such a prickly subject?' No training or training equipment. 'This is sort of a hands on kind of skill?' Yes. I would like to get a hold of some actual C4 and go out to the Demo. area and blow something up to demonstrate the what C4 can do and also let them see first hand how things are done step by step by the numbers. (This idea has not been presented to the new Bty. Cmdr.) However, I don't think we are allocated any C4.

(30)

14. 'Gunners, how do you maintain your proficiency and speed?' You don't have to be speedy. We do so many fire missions that proficiency comes naturally over a couple of months.

(33)

17. 'What's the toughest task for you to train as a section?' NBC...we train a lot on it, but do we really know it? We got hit with CS once while in a convoy and the whole convoy more or less 'freaked.'

(33)

18. 'How do you maintain your troops interest in NBC?' Use more realism in the training.

(33)

6. 'What about new people, what do you do to get this soldier trained up?' First we'll interview him to find out what he knows, then on Wed. we are set up to do SQT training, CTT and SQT on those days, also when we go to the field I'll train him and evaluate him. I'll annotate what training he gets in the Job Book. Start with his original (main) job then build up from there once he knows his main job.

(33)

9. 'What about destroying ammunition?' It'll never happen at XXXXX. Ft. XXXXX XXXXX will destroy it. We never train on that. We use cloths line and blocks of wood for training. 'What about Recon. Selection and Occupation of position?' The Chief once in a while will go out on the advance party.

(34)

8. What's the hardest tasks to train at section level? Drivers Training. Every time I get a new driver he doesn't really know how to handle the vehicle but he has to get his license before I can really teach him what he needs to know and getting a license is a real hassle.

(37)

9A. How do you know what training newly assigned soldiers need? You ask him a bunch of questions about his job or you tell him to go do something and you see he hesitates or look at you like, "What's thhat?", you know you got a lot of training to do. I tell them when they come right out of school to forget 50% of everything they learned because there is so much as far as the way an MLRS unit operates that they don't understand, OK?, -- so they have to work with a system to really learn that stuff which is more or less what we do, you know, hands-on is what we do.

(37)

Do you cross-train in your section and how do you do it? We get SQT training at 10/20 level and each guy learns the other guy's job, so we switch the positions around so that we all know how to drive and gun. It only takes one field problem to learn what they need to know. A lot of the stuff you need to know is never taught in classes. Most of the things are so simple and we go over and over and over it.

(37)

### Post 3 Battery

1. How do you keep track of how well your Battery/Platoons/Sections are trained? We had a Sec Chf/Gunner verification before any live fire, -- it was a good way to track their skills before you let them go live fire. Before the SQT test we implemented a very intense training plan.

(44)

XXXXX Worked up any procedures to solve training problems? Livefire SOPs. I think that is the most thing because you must know what you are doing. Everybody must understand what they're doing. Calibration is critical because each new entry is an update on the previous. If you put in a good survey control point then you put in a good fire control point you have already twice overridden what you did when you calibrated.

(44)

XXXXX How much training do 13Ps need to maintain their proficiency? It must be specific and it must be intense. I can tell you that the 13P SQT scores were 20% higher than the average. Because of the training plan that we used. It was classroom instruction and they would take a practice test. Classroom instruction on Tue/Wed, get hands-on instruction on Thurs. and take a practice test on Friday. I emphasized practice tests, practice tests and my Section Chiefs made it happen. Each test was 45 - 50 questions long. Learning how to take the test is a big part of how well you score.

(44)

In the training room I kept a Commander's Evaluation Book which had all the battle tasks for an MLRS platoon, -- ammo, FTC's, whatever, and based upon the training which had gone on for that month I would say these guys were either T for trained, P or P+ if they needed more practice, and a U for guys that had been out of an NTC rotation the longest because I think that the best way to get fully trained is to go out and do a lot of exercises. There's no one set school solution. You have to combine a lot of things. Without a real set MLRS doctrine you have to be real innovative because you don't have a battalion commander and you have to do a lot of stuff on your own. If the command was successful it was because of the little tools we used that way.

(44)

Maintenance, as far as turnover is concerned, -- maintenance NCOs would show up with no experience. They would come out of 155 artillery units so they would know artillery but they had to learn launchers. Separate Batteries need maintenance techs. You need motor Sgts who stay in MLRS. You won't survive on the battlefield without them.

(44)

NTC was helpful in that it took us out in a very combat oriented scenario where we didn't have the restrictions and the constraints that we have at XXXXX which has a small box. We could shoot, move, and communicate and in that way I could evaluate them more effectively. Each platoon should be able to go to the NTC within a year.

(44)

That way we would always have some sort of a base corps of experienced platoon leaders/sgts/section chiefs to offset the effects of turnover if we sent them to NTC every year.

(44)

XXXXX What about NTC? The 27Ms couldn't cross the fire line to handle repairs! [6.5.1 One SPL fired 20 rounds because others had broken down. And one fired 24 rockets because the others had broken down. We occupied a position and just sat there.] [1.2 The crews were rotated to try to spread the experience around.]

(45)

Post 3                      Platoon

7A. Hangfire procedures are 50/50. How do you train for that? We have three days a week when we can look at the sections and find weaknesses. When we do we pass that to the platoon training schedule. Then we can run our own training schedule according to what we see as a weakness while we're training.

(47)

**Post 3                      Section**

8. What is the hardest task to train. . .? Just going step-by-step when you don't have a SPL -- trying to cover all the tasks. That's really the hardest thing.

(49)

8. Hardest tasks to train at section level? To conduct/perform all types of fire missions. I'd say Artep tasks, -- especially communication tasks. A fire mission might come in and the panel will be locked up. The panel can do so many things not covered in the book that you just have to learn by experience. It takes a lot of time.

(50)

8. What are the hardest tasks to train on? Converting Fire Control Panel tasks to tests. But there is no single hardest task. It's not that hard.

(51)

1.A How train on weak tasks? Destroy ammo: We need more Equipment Destruction classes. We had training aids in Germany but there aren't any here.

(52)

8. What is the most difficult task to train at section level? Commo. Communications. There are a whole lot of problems with the cable connections.

(53)

8. What is the hardest task to train at section level? It would probably be fire mission processing. There's no one particular aspect of the training that's that hard; it's actually getting out there and doing it. It's getting the land to go out and do it right.

(54)

8. What are the hardest tasks to train on at section level? Fire mission processing, -- when the launcher is down you can't train. Launchers have been a problem here since '86. They get fixed and then they sit there 'cause no one wants them to break. We are not operationally ready.

(55)

**Post 4                      DIVARTY/Battalion**

11. 'How would you like to see that trained?' I don't think that there is any other way train it than insure that an adequate amount is given in the PDI at AIT an then reinforce it in SQT and collective skills and CTT. You have to go outside of the home post to get away from the familiarity of the home post terrain. In the 8' Bn. we used to just swap troops from one post to another. Their equipment stays at the home site just the troops move to the new location.

(59)

**Post 4                      Battery**

1.A Do you keep records on battery training? No. Not physical records except for safety certification. If you wanted to know whatwe were strong or weak in you could look at the ARTEP, the SQT scores, or the section certification

(61)

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

**Post 4                      Platoon**

4. A Platoon task list handout: Destruction of equipment needs a lot of classes which would probably do it -- bring the guys up to speed. The homemade ED kit has a lot of missing parts. Also, hasty chemical decon is very complicated. We never practice it

(67)

4. How train up on weak tasks? We need jamming exercises for ECCM and we need Division Chemical to run us through their procedures. We have NBC round-robins every two weeks or so.

(71)

**Post 4                      Section**

7. Is there some training you can't do because of lack of resources? We can't get a "hasty decon" truck but we have everything else we need. Evaluations can't be done on NBC when the SPLs are buttoned up because you can't see if the guys have their MOPP gear on.

(64)

8. What are the hardest tasks to train at the section level? Being in MOPP-4 and trying to do something. We don't practice that very often. MLRS is a pretty simple job, really

(64)

1.A How train on weak tasks? That's not a problem because my driver and gunner are already up to speed. Besides, there's nothing special to preparing for the ARTEP.

(65)

8. What are the hardest tasks to train on at section level? NBC. MLRS tasks are easy if you train on them, but the MOPPgear is not popular. Nobody likes to train with it. In Germany we did it and it could be done here.

(65)

9.C Does working with new soldiers interfere with other training? It interrupts supervision of the other guys sometimes.

(65)

8. What are the hardest tasks to train at section level? Demolition. We just don't train on that task.

(66)

1.A How train on weak tasks? We need to train more on nuclear attack. We don't train on this in the field. We just go to MOPP-2 all the time and move. That's all.

(68)

8. What are the hardest tasks to train at section level? NBC. We can do MOPP exchange real good but we've had only one real decon in two years. The XXXXX Chemical is understaffed which is part of the problem.

(68)



8. What is the hardest task to train at section level? NBC -- decon. Everything is so repetitious.

(69)

9.A How train the newly assigned soldier on what he needs the most? I talk to him. We start with the job book, he goes through it, and then we work through it.

(69)

8. What are the hardest tasks to train at section level? Just getting the time to train is the hardest part. There is nothing really hard about training for MLRS. Preparing for CTT may be the most difficult thing. And you must know the book to do well on SQT. You have to know the book.

(70)

8. What are the hardest tasks to train at section level? Maybe reloading, but there are no hard tasks really.

(72)

8. What is the hardest task to train at section level? Maybe land navigation, but nothing is really hard. I could have my driver switch places with me and let him direct me as a driver, but I've never tried it yet.

(73)

8. What are the hardest tasks to train at section level? None of the tasks are hard. It's just a matter of having enough time.

(74)

7. What are the hardest tasks to train at section level? Map reading is probably the hardest.

(76)

8.B How do you train the newly assigned soldier? I outline the things they need to know at the section training meeting. We don't really use job books because Germany stopped pushing them and XXXXX never pushed them. I use a section job book which is kept in the locker room.

(76)

7. What are the hardest tasks to train on at the section level? It's all pretty easy. Nothing is really difficult.

(77)

8.A How do you know what newly assigned soldiers need training in? Observation. I watch them.

(77)

8.B How conduct that training for new soldiers. I keep training them as a section. There is little time for individual training.

(77)

8.C Does training newly assigned soldiers interfere with other training? Not usually. They get training with senior E-4s.

(77)

7. What is the hardest task to train on as section level? FTC activity because we can't simulate and retain motivation. You need to have someone on the other end of the line. You have to work on specific frequencies.

(78)

8.C Does training newly assigned soldiers interfere with meeting other training objectives? Of course it does. But we put the new guy with an experienced trainer. The NCOs work together on that.

(78)

**Post 5 DIVARTY/Battalion**

XXXXX Would you support a personnel trade with another unit as a good training exercise, to introduce them to new conditions, -- new terrain? Absolutely. If I could send a platoon to NTC with each rotation that would be tremendous. I tried it with this last rotation and they were taken off the troop list. If I could send the entire Battery somewhere else that would be a tremendous field experience -- I would love to do that.

(79)

XXXXX Would it help to fold MLRS into the cadre course at XXXXX? Oh yes.

(81)

XXXXX Would trading bodies only with other units to help training in land navigation be a good training possibility? Yes, -- and not just with MLRS.

(81)

**Post 5 Platoon**

7.A What are your plans to train up on weak section tasks? With NBC there is no easy answer. Training is not stressed at command levels. It's not made a priority. There is no emphasis on it.

(84)

4.A How train up on Plan/coordinate platoon defense? The HQ section is a sitting duck. It's very hard for an MLRS platoon to protect itself. There are only three 13Ps available to protect the section. SPLs are so spread out it's very difficult to have any kind of a controlled perimeter. And the platoon center is also vulnerable. We passes the ARTEPs on platoon defense, but we were lucky.

(88)

7.A How train up on section task - destroy ammo? Get a copy of the emergency destruction manual and plan training based on that. Also try to get a simulated blast kit.

(92)

4.A How train up on ECCM, Comsec, and maintenance of commo equipment? I isolate the specific tasks and train them. We seldom do a long-range radio check. Run classes with com gear -- do a lecture/lab and then to a hands-on. We'd work through the -10 and demo as required.

(96)

7. How train up on prepare and respond to a nuclear attack? I'd ask the NBC NCO in the Battery to do that. We did it once last May. I would ask for it to be included on the training schedule. On any task weakness I would just keep training through the manual. If possible I'd like to use a real demonstration.

(96)

**Post 5 Section**

8. What are the hardest tasks to train at section level? Nothing is really that hard. Just run through it.

(85)

9.B How do train the newly assigned soldier? We start at a 10 level and perform a PMCS. We walk them through 10 and 20 which is pitched to a 6th grade level. This applies to other tasks as well. Then it's hands-on with the chief supervising. It's easier to run through the tasks than it is to read about it. OJT hands-on is best.

(85)

8. What are the hardest tasks to train at the section level? Reloads. News people forces you to do repeat training.

(86)

8. What are the hardest tasks to train at the section level? The tasks aren't really that hard. The key to training MLRS is a lot of hands-on. That's what works.

(87)

9.A How do you know what the newly assigned soldier needs? I question them at length and then I watch them while they're working. I observe.

(87)

9.B How do you conduct that training for the newly arrived soldier?OJT.

(87)

2. What individual training do you do along with your section collective tasks training? Here we combine the training during Sgt's time. We tend to go by the book.

(89)

2.A How do you know who needs training in what area? By asking questions to start off. Then depending on the answer we'll go to the book from the point of their answer.

(89)

8. What are the hardest tasks to train at the section level? Probably NBC because we don't have all the chemical equipment. It's not hard to train but sometimes it's hard to get that equipment.

(89)

8.A What methods would you use to train those tasks? I'd try to get some pictures to show him what you do -- I'd try to explain what the task was all about.

(89)

9.B How will you train that new soldier? First I'll teach him how to use the manual so he can help himself.

(89)

9.C Does working with the new troop interfere with meeting your other training objectives? Sometimes it does, but when someone learns I feel good about it.

(89)

8. What are the hardest tasks to train at section level? MOPP gear exchange. It takes a long time but it's not really hard. Nothing is really hard to learn but it still requires sustainment. Calibration procedures were hard but the computers have simplified it.

(90)

9.A How do you know what newly assigned soldiers need? Beyond assumptions, assign a task and watch to see how it is performed.

(90)

9.C Does training the newly assigned soldier interfere with meeting other training objectives? Not really.

(90)

8. What are the hardest tasks to train at section level? The maintenance tasks are the hardest to train but it's just a matter of doing it. The ops tasks are not difficult. Maintenance centers on whoever is there to do it.

(91)

9.C Does training the new soldier interfere with meeting other training objectives? No. it serves as a refresher. It's very good to get somebody new because it keeps me sharp.

(91)

8. What are the hardest tasks to train at section level? It's all pretty easy. When they come from school the gunners don't know the fire control menu which is dangerous - a risk - because panel damage can put you down for several months.

(93)

8. What are the hardest tasks to train at the section level? None really. It's all pretty easy stuff.

(94)

8. What are the hardest tasks to train at section level? None are really hard to train.

(95)

9.A How do you know what a newly assigned soldier needs to be trained on? Normally, if he's had his SQT you can go by that. If he's new to the Army I quiz him on driving. If he doesn't have a license he's no good to me as chief.

(95)

9.C Does training newly assigned soldiers interfere with meeting other training objectives? Yes, it does. It forces you to repeat basics that bore the others.

(95)

7. What is the hardest task to train at section level? Probably the limp home procedure. It's not done a lot. it's dangerous if not done right. It requires putting a limit on the vehicle.

(97)

7.A How would you train that task? We'd demo the limp home procedure during team training.

(97)

7.B Would that work? Yes, because everyone would get involved.

(97)

8.A How do you know what newly assigned soldiers need? You just have to watch him?

(97)

8.B How do you conduct that training? Have him do a PMCS first and check him out.

(97)

8.C Does training newly assigned soldiers interfere with meeting other training objectives? No. If you get one more trained guy it helps. It's no interference because he gets OJT under close supervision.

(97)

7. What are the hardest tasks to train at section level? Nothing, really. It's pretty easy.

(98)

B.A How do you know what newly assigned soldiers need the most? It's coordinated through maintenance where you have a chance to see what they can't do.

#### IV. SATISFACTION WITH TRADOC PRODUCTS

##### A. Recent School Graduates

###### 1. Quality of the troops

Post 1                      DIVARTY/Battalion

I feel the MLRS soldier is a cut above the average in the army. That is probably because of the high tech nature of the weapon system.

(01)

Individual proficiency of launcher chief of sections, gunners and drivers are critical to our combat ready capability. We use the SQT results as an indicator of our crew proficiency and therefore our combat ready capability. The SQT is of such importance that we have an intense training program in that area. The battalion's averages for our 13M and 13P soldiers have been higher than the Department of Army averages.

(01)

The troops are "great" across the board. The morale is great.

(02)

Post 1                      Section

2. New soldiers are more trainable, reclassified personnel (mostly senior E-4 - E-6) are harder to train-up as they are locked into a thinking pattern.

(19)

Post 2                      Battery

20. 'How do you feel about newly assigned soldiers right out of school?' One of my responsibilities as a commander is the initial orientation briefing and that's part of the reenlistment program. I bring each of them in, talk to them, ask them a few questions about their background etc., and allow them to talk to me about anything they want to talk to me about and almost every single one of them told me in so many words, 'let me go to work, I'm ready to go to work that's why I'm here,' they want positions of responsibility as E-2s and E-1s, it's unfortunate you can't do that, but, they are fairly aggressive and these guys are very intelligent and just by the way they tell you exactly what they want. You have your percentage of duds too, but for the most part they are almost nonexistent.

(26)

Post 3                      Section

7. When they get here they are all good hard to go soldiers. When they get here they all go to Ammo first.

(33)

**Post 4 DIVARTY/Battalion**

9. 'As far as the MLRS Btry goes, are you getting the kind of soldiers from the school that you need? If not what do you need that you aren't getting?' I think we get the quality soldiers for the most part, I mean you get a 'bent round' once in a while, but that's normal any place. I think the biggest is turbulence and the turn around of 13Ms is something fierce, much more so than 13Bs, at least that's been my impression, and it's critical for NCOs. You're looking at a where an NCO is pretty much to some degree, an independent operator much more so than anything else artillery does, and we've gone through one iteration where the turn over for 1SGTs. was about 3 in a 6 month period just because they keep popping up on orders. That's probably the biggest problem right now.

(57)

**Post 5 DIVARTY/Battalion**

9. Are you getting the kinds of soldiers you need for MLRS? Yes. Just not enough of them.

(79)

**Post 5 Section**

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver's duties on the firing point. Comprehension of overall activity. They need to relate their jobs to the big picture. The schools are doing their job but they can't relate to unit specific tasks.

(93)

**2. Projected Assignments**

**Post 1 Section**

5. Most new troops in from AIT are first assigned to Ammo. plt, then they are moved to a launcher section, or into recon section/S8 mechanic, then up to a launcher section.

(08)

**Post 1 Battery**

New AIT troops I receive need HEMTT training. They will generally be assigned as a new 13M to the ammunition platoon where most of the 13M10 slots are located.

(15)

**Post 2 Section**

15. 'What about the soldiers coming out of AIT what do you think about the training at AIT?' They are trained well on the SPLL but not very well on the HEMTT and Ammo. is the first place he's going to go when he gets here. 'How ready is this guy to go to work when he gets here can he go to the field and function?' He won't have a drivers license, and he won't have good Land Nav. skills, but he's going to be paired up with an experienced soldier anyway.

(34)

**Post 3                      Platoon**

5. How would you integrate individual skills into section level and platoon level training? During our normal training, the newer soldiers are put into ammunition platoon. The better soldiers go to the launchers. We've pretty well decided that's where we make our money. So it just fits into the regular training program that we are already doing.

(56)

**Post 4                      Section**

9. What do newly assigned soldiers right out of school need training in the most? You have to sit down with him and go over everything. When my driver came right out of school he knew more about the SPLL than he did about the HEMTT because that's what they taught him in school. But they sent him right to ammo.

(73)

**Post 5                      Section**

9. What do newly assigned soldiers, right out of school, need training in the most. He should go to a SPLL but instead he goes to ammo. Normally, you'll find your best people in the SPLL. New guys could get stuck in ammo for 2-3 years where they can't get the added training they need. Many new guys have never driven a SPLL. They keep them in class or on a simulator at AIT.

(94)

9. What do newly assigned soldiers, right out of school, need training in the most? Generally the new guys go to ammo. If a new guy went to the launcher it would really need the whole ball of wax as far as training is concerned.

(95)

**3. Training Needs**

**Post 1                      Section**

I ask new soldiers to show me what they know. They need additional HEMTT training when I get them.

(10)

New 13M(s) that we get need training on our method of crew drill. They need to become familiar with our vehicles and their components. They need to learn PMCS for our vehicles.

(07)

**Post 1                      Battery**

New AIT troops I receive need HEMTT training. They will generally be assigned as a new 13M to the ammunition platoon where most of the 13M10 slots are located.

(15)

**Post 1                      Platoon**

6. New troops out of AIT have no drivers training/experience.

(16)

**Post 1                      Section**

9. Driver training for new troops is a big consumer of training time. AIT does not train and license drivers. If they did it would help the operational units.

(19)

6. Need to license new troops fresh out of AIT ASAP. Maybe AIT could license them to save units a lot of time.

(20)



**Post 2                      Section**

11. 'What do newly assigned soldiers right out of school need training on most when they report to your section?' Driving vehicles. From what I understand they get very little hands on driving experience. With the limited exposure they get they don't retain anything. The first thing we hit is drivers training. 'How do you do it?' In the field. It's a long drawn out process getting a soldier licensed. A lot of times it's a catch as catch can situation getting him licensed. A soldier can be licensed, a legal license, in the eyes of the Army to drive a vehicle, but he is not allowed to drive a vehicle in the Bn. unless he passes the Bn. certification test which tacks on that much more time and effort.

(30)

15. 'What about the soldiers coming out of AIT what do you think about the training at AIT?' They are trained well on the SPLL but not very well on the HEMTT and Ammo. is the first place he's going to go when he gets here. 'How ready is this guy to go to work when he gets here can he go to the field and function?' He won't have a drivers license, and he won't have good Land Nav. skills, but he's going to be paired up with an experienced soldier anyway.

(34)

8. What's the hardest tasks to train at section level? Drivers Training. Every time I get a new driver he doesn't really know how to handle the vehicle but he has to get his license before I can really teach him what he needs to know and getting a license is a real hassle.

(37)

2. Vehicle operating licenses are a priority. AIT does not license troops and that's a unit level problem because of the time it takes to get a new troop licensed. Ammo. Plt. has 19 vehicles and they can only field 8 or 9 of these because of the license situation.

(38)

5. AIT training on vehicle operations is lacking in detail. New troops can't come into the unit and go to work, additional training is needed.

(38)

**Post 3                      Battery**

20. What do newly assigned soldiers right out of school need training in most? Driver training -- big time driver training. Both trucks and launchers in night convoy.

(44)

20. What do newly assigned soldiers need the most? Land navigation skills and driving.

(45)

**Post 3                      Section**

9. What do newly assigned soldiers need the most? To be familiar with every part on the launcher. What pertains to his job. They need an opportunity to learn the things that the schools don't cover. Like, they need to perform basic PMCS.

(50)

9. What do newly assigned soldiers, right out of school, need training in the most? Driving. Driving.

(51)

9. What do newly assigned soldiers, right out of school, need training in the most? More OJT. More hands-on training to become familiar with the SPLL. And field training. They need more time on their job in the field.

(53)

9. What do newly assigned soldiers, right out of school, need training in the most? Drivers Training. They don't get enough opportunity to drive the launchers.

(54)

9. What do newly assigned soldiers, right out of school, need training in the most? Familiarization with the equipment. driver training.

(55)

**Post 3                      Platoon**

XXXXX What do the newly assigned soldiers need the most. Driver Training. We have to do a lot of work.

(56)

**Post 4                      Battery**

20. What do newly assigned soldiers right out of school need training in the most when they report to your battery? Driving and crane operations. They get a week-long driver training course but they're not fully qualified to operate a vehicle. Getting the license is not the problem, it's a matter of driving experience which can take 4-6 weeks.

(61)

20. What do newly assigned soldiers need the most...? Their general exposure to the Launcher is inadequate. What they need is supervised hands-on training, particularly on the fire control panel.

(62)

**Post 4                      Section**

9. What do newly assigned soldiers right out of school need training in the most? Map reading is a big one. Also, they need to go over FMCS because they don't know how to do it. Crane operations and working with the pods are other areas.

(65)

9. What do newly assigned soldiers need training in the most? They need everything because they don't know anything. Except they know how to punch in a firing mission.

(66)

9. What do newly assigned soldiers, right out of school, need training in the most? They need a lot of hands-on practice in each area. The school provides basic training but we have to polish with hands-on.

(68)

9. What do newly assigned soldiers need training in the most? Maintenance training. The school only provides an overview.

(70)

9. What do newly assigned soldiers right out of school need training in the most? Maintenance. They need to know how the unit operates and then they need to learn the job itself. He has to know the specifics of the job.

(72)

9. What do newly assigned soldiers right out of school need training in the most? You have to sit down with him and go over everything. When my driver came right out of school he knew more about the Sp11 than he did about the HEMTT because that's what they taught him in school. But they sent him right to ammo.

(73)

9. What do newly assigned troops right out of school need training in the most? They need driving. They really need to learn all over again. And maintenance is a real weakness. They don't know how to do a PMCS. They need to learn the manual and then spend time in the SPLL.

(74)

8. What do newly assigned soldiers right out of school need training in the most when they report to your section? You have to reteach them everything. They have to review everything. They just don't have enough time in school. They need to know the tech aspects of the vehicle itself. They have to actually do it.

(76)

8. What do newly assigned soldiers right out of school need the most when they come to your section? Just all of the job details. AIT is not really necessary. You have to go to the field to learn your job. Six weeks of school is less effective than one week in the field. The key skills are: tie-down, reload, dropping pods, RSP, PMCS, and nomenclature. I tell them to follow the book. They learn it with time. They don't really learn it in school.

(77)

8. What do newly assigned soldiers, right out of school, need training on the most when they report to your section? He needs to learn job-related specific tasks. They can't drive when they get here. He'll know basic driving but he can't handle the real driving conditions.

(78)

Post 5 DIVARTY/Battalion

9.A/B What is the effect of new troops on MLRS training? I haven't noticed any, but a knowledge of maintenance needs to be emphasized. They need to know how to do a good PMCS.

(79)

Post 5 Platoon

XXXXX Is the school getting the job done? The school has cut back on training. They need to do more maintenance training at the school house. There are son many things on a launcher that can go wrong. It's not a parts problem, it's a money problem. The Battery CO has got to be a budgeteer.

(84)

Post 5                      Section

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? How to drive the SPLL.

(86)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Familiarity with the SPLL is the first thing, -- then driving it. PMCS with the carrier, too.

(87)

9. What do newly assigned troops, right out of school, need training in the most when they report to your section? One of the problems I've seen here is not getting the opportunity to do round-robin training. They're not getting experience on critical tasks. Just mop-pushing stuff. If he's a private fresh out of AIT he's not really trained so he'll need to know how to maintain the SPLL. Same with the fire control panel. Someone needs to take him aside and really teach him hands-on. He needs knowledge of the equipment -- the carrier itself -- maintenance wide.

(89)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Safety and Drivers Training. They need to learn how to drive at night and in bad weather at night like in a snow storm, moving into position at night and operational safety. They need to know maintenance and how to do a PMCS. They need to know how to use the manuals.

(90)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? He needs to know what is expected of him. I go through the book with him to see what he knows. The school provides the basics but individual motivation is the key factor in performance.

(91)

9. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver's duties on the firing point. Comprehension of overall activity. They need to relate their jobs to the big picture. The schools are doing their job but they can't relate to unit specific tasks.

(93)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Truck familiarization and driver training. All they have to do is go to the manual. The AIT school seems to vary their program. Some guys have never touched the HEMTT. We would prefer to have the guy who is familiar with the gear. If he breaks stuff here it could take two months to get it fixed. And they need night training. We've put people into some dangerous situations. usually there is no night training until we go down range. Sometimes the 88Ms break up our trucks.

(97)

8. What do newly assigned soldiers, right out of school, need training in the most when they report to your section? Driver training. They're not getting it in school.

(98)

**B. Training Materials/Publications**

**1. General Availability**

**Post 1                    DIVARTY/Battalion**

Had to make up their own evaluation materials because the manuals were not out yet.

(03)

**Post 1                    Battery**

4. Short on reference material i.e. FMs, Soldiers Manuals, etc.

(05)

**Post 1                    Platoon**

I have never seen the ARTEP-MTP. I have seen TC 6-60.

(06)

HOW DO YOU KNOW HOW WELL YOUR AMMO PLT CAN PERFORM ITS TASKS? We use SQT scores. Next week we will have a crew-level excursion,-- will test them on different aspects of up-load, down-load, navigation, map reading, communications to see how well they know their tasks. We have a certification coming up in February for the deployment we're going on. We have developed our own crew level evaluation. It used to be best-by-test but that didn't provide for good evaluation so we're going to take them out and see how well they perform in a tactical situation in a live fire.

(14)

HOW WOULD YOU FIND OUT HOW TO DESTROY AMMUNITION? I'll ask my people -- other sections to see how they do it. When we go to the field, we train on stuff like this and when we get back if they tell me I'm all messed up on this then we train up to learn that task. It's kinda hard for me to get an ARTEP manual. Also I make my own evaluation.

(14)

8. Soldiers Manuals are in short supply.

(16)

**Post 1                    Section**

Have never seen the ARTEP MTP booklet. It has been a least two years since the last ARTEP. I have been here 3 years and 8 months and have been through two battery and one battalion ARTEP.

(09)

**Post 2                    Platoon**

HOW DO YOU KNOW HOW WELL YOUR AMMO PLT CAN PERFORM ITS TASKS? We use SQT scores. Next week we will have a crew-level excursion,-- will test them on different aspects of up-load, down-load, navigation, map reading, communications to see how well they know their tasks. We have a certification coming up in February for the deployment we're going on. We have developed our own crew level evaluation. It used to be best-by-test but that didn't provide for good evaluation so we're going to take them out and see how well they perform in a tactical situation in a live fire.

(14)

9. 'Do you have hip pocket drill books that you can operate off of?' We have a recently published Plt. Ldrs. Handbook that provides what a Plt. should be doing in the field. Also the CTT book, ARTEP manual.

(27)

**Post 2                      Section**

9. 'Are there training aids or manuals or other things that you need but you can't get to train with?' Publications are short. Plt. Ldr. ordered publications in March/April of 1988 that haven't been seen yet. Each Btry should have a library/training center with manuals and training devices/aids. S-3 is trying to make a learning resource center within the Bn.

(30)

14. 'What about training aids or manuals or other support items you need but can't get?' We have a hard time getting updates (changes) to manuals. Common task manuals, there are about 10 in the Btry every soldier should have one.

(34)

12. Never have enough manuals to get copies down to the Btry level or certainly at the Section level.

(38)

**Post 3                      DIVARTY/Battalion**

11. What additional training support products do you need? MTEP manuals. Honestly, we don't get that involved in their training because of the level of our expertise. It's interesting, though, that when we do a dry fire everything always works. When we put rockets on the pod at NTC and tell them to go to point A and fire it doesn't always work.

(41)

**Post 3                      Battery**

XXXXX How much training do 13Ps need to maintain their proficiency? It must be specific and it must be intense. I can tell you that the 13P SQT scores were 20% higher than the average. Because of the training plan that we used. It was classroom instruction and they would take a practice test. Classroom instruction on Tue/Wed, get hands-on instruction on Thurs. and take a practice test on Friday. I emphasized practice tests, practice tests and my Section Chiefs made it happen. Each test was 45 - 50 questions long. Learning how to take the test is a big part of how well you score.

(44)

22. Any particular training materials that are hard to get? 6-60s are hard to get. Individual soldiers manuals are impossible to get. 13M MOS Soldier's Manual is hard to get.

(45)

**Post 3                      Platoon**

11. Any training aids or manuals or other things you can't get to train with? 6-60s are hard to get. There aren't enough copies around here.

(46)

11. Do you get the training aids/manuals that you need? 13M soldier's manuals have been on order for a while now.

(47)

11. Are there training aids/manuals you need that you can't get? We need more ARTEP manuals. We only have a draft of the battery ARTEP. We don't have the current ARTEP manual.

(48)

Post 3                      Section  
XXXXX What about manuals? There is no problem getting manuals here.

(51)

7. Is there some training you can't do because of a lack of resources? 6-60s are very scarce. I had to borrow a new one for the last live fire. It was on the shelf in the BC's office. I've never seen a communications manual. The commo manuals that we're using were designed for a HMMWV configuration.

(53)

Post 3                      Platoon

10. Are there training manuals that you need but can't get? Manuals are in short supply. Our -10s for the carriers and the launchers are beat up. We've got them but we have orders in for new ones.

(56)

Post 4                      Battery

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPLL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

Post 4                      Platoon

2. How do you know how well your platoon can perform its tasks? When I feel we're trained to the ARTEP standards so that we can put it together as a battery. We have the ARTEP but distribution isn't very good. many of the manuals are so new that they aren't available -- like the 6-60.

(63)

3. Do you keep records on your platoon's proficiency by tasks? We use the job books which are readily available through pubs.

(71)

Post 4                      Section

2.A How know who needs training in what areas? I review the job books all the time, but we've had trouble getting job books.

(68)

Post 5                      Section

2.A How do you know who needs training in what areas? Just experience I guess. You work through the tasks and see how they do it. I don't use job books -- I don't think they are available.

(94)

Post 5                      Platoon

10. Are there training aids or manuals you can't get to train with? I can't get HEMAT manual updates. I've been told we're getting new HEMATs in. We only have the old CTT manuals and we don't have enough of those. We go by 24-4.

(96)



## 2. Adequacy for training

Post 1 DIVARTY/Battalion

MLRS has only two measurable standards regarding ARTEPs, fire mission processing and reloading.

(03)

Post 1 Battery

Good to do the safety certification quarterly because of turnover and turbulence with people coming and going. Turnover rate hurts. We get a lot of Pershing people. The attend the cadre course and upon graduation are assigned to us for about 12 months back to Germany.

(15)

Post 1 Platoon

2. Plt.Ldrs. and Plt.Sgts. spot check and evaluate the training progress of each of their sections. Additional evaluations are performed by way of Best By Test competitions within the units.

(16)

Post 1 Section

6. Books (documentation, TMs) do not always cover all the problems that go wrong with the system. Contact teams do not accompany them to the local training areas or vehicle park area for training.

(19)

Post 2 DIVARTY/Battalion

The ARTEP MTP manual is pretty well laid out.

(24)

We evaluate our performance according to ARTEP standards. We conduct AAR(s) as a minimum daily and after critical events. From this 18-28 Jan 90 CPX, I will write an After Action Report - Lessons Learned and give it to the battery commanders for their use.

(24)

Post 2 Battery

7. We think the only thing that's measurable are the HEMATs, SPLs, the two HQs., and the Btry FDCs. How can you measure the others (e.g. supply and maintenance)?

(31)

Post 2 Platoon

10. 'How do you know how well your sections can perform tasks? Do you get that from your weekly training meetings, or from records,....?' We're out there observing now that we're getting hot weather. During live fire exercises and FTXs it becomes very obvious which sections are performing well and which are not. There is a Bn. wide best by test scheduled for next month. 'Is there a plan for best by test?' This time there is. Should be run by the ARTEP manual. ARTEP and -10. 'Who would do that?' The S-3.

(27)

**Post 2                      Section**

2. 'How do you know how well your Plt. can perform it's tasks?' Things like best by test, the Section Chf. evaluates all the time. 'Who does the scoring on best by test?' The Chiefs. We also have a Bn. best by test where the best Section in each Btry compete against each other. 'If you had your choice how often would you do that?' Every quarter. Here we do it once a year, in Germany twice a year and some units do it quarterly, it would be better if we did it quarterly. 'How long does it take to conduct a single best by test exercise?' About five hours, it depends on how many stations are set up.

(34)

**Post 3                      Battery**

XXXXX Are TRADOC/School/Unit SOPs/ARTEPS/TCs a help? The 6-60 for me was a good teacher. And I used the Battle Drills that were formulated.

(44)

**Post 4                      Platoon**

XXXXX How would you rewrite the 6-60? You should use experienced people to re-write the 6-60. It was written out of the XXXXX environment.

(63)

**Post 4                      Section**

4. Do you train with ammo on reload? Yes. Ammo sets up the resupply points and we interact. We reload during section certification twice a year.

(68)

**Post 5                      Battery**

6.E Any diagnostics? MLRS diagnostics are coming up in September. We'll have written tests and hands-on. Certification is based on competition. They must calibrate. There are no diagnostic tests each quarter.

(83)

**Post 5                      Platoon**

11. Are there training aids or manuals or other things you need but can't get to train with? Training simulators would be useful because they're much less susceptible to breakage and they're very cost effective, -- something to let us run fire missions. A SPLL with programmed faults to provide training, -- to present a fake problem vs. an expensive part to replace. Nothing has been denied to us when we requested training aids although there has been a problem with getting a revised TC 6-60. The ARTEP has helped more as a document although it is not as good for operational skills.

(92)

**Post 5                      Section**

3. Do you train with members of the firing platoon on reload? Usually and we also do a "best-by-test" to see how long it takes to pick up pods. Generally, we just drop pods and the firing sections pick them up.

(97)

## C. Training Devices

### 1. Simulators/Simulations

Post 1 DIVARTY/Battalion

The characteristics I would like to see in the new practice rocket are (a) weight as it is now because the ammunition 13M (s) need training in handling ammo. (b) Mechanical effects on the system without stressing it. (c) Terminal effects on the ground for accuracy of fire. (d) An impact predict system as the one with firefinder. This would allow accuracy of fire verification. I need a system to drive training in terms of fire missions. This would be a computer device to hard wire into the fire direction system for generating fire missions. It should also simulate the counterfire battle. Fire finder has this type of thing to generate targets for internal training. This device should generate targets in the volume corresponding to what we could expect in sustained operations. That would be at the sustained, surge, and peak rates contained in TC 6-60. It takes about 2 minutes to input target data for one target into the battalion's FDS. I have 27 launchers in the battalion.

(01)

Some sort of device in the SPLLs that you could hook-up to drive training fire mission scenarios outside of when you are being supported by TACFIRE.

(03)

Post 4 DIVARTY/Battalion

11. 'What additional training support products, including manuals, SOPs, documents, simulators, simulations, and training devices do you need?' I think that one of the most useful tools would be some thing similar to ITS to generate fire missions into Btry FDC. Ammunition in the way of training aids to enhance the resupply. I think that (ammo resupply) is going to be one of the biggest challenge, next to communication, that unit is going to have to face in a tactical environment. Resupply is going to be a significant problem, I don't know if there's a better way to train on that or not. Those guys have to be well trained in Land Nav. These guys are going to be traveling over long distances.

(59)

Post 1 Section

17. A simulator (e.g., the armor simulator) would save a lot on maintenance.

(08)

7. Would like to get time on the school trainers (simulators).

(18)

Post 4 Battery

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPLL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

22. Are there any particular training materials that you need to help you with your training? We need a Battery computer training system which is a big problem area, but I don't see any way around that problem.

(62)

Post 4                      Platoon

10. Are there training aids you need but can't get? We don't have any explosive demo kits but we can improvise and substitute to get around that problem. A fire control panel simulator would be nice to have. Sandbox training helps because the soldier can walk through the whole process. But in the field you force the real situation, like -- how do you turn around a 55 foot rig on a one lane road with ditches on either side? Well, you can't do it so you gotta stay and fight.

(63)

Post 5                      Platoon

11. Are there training aids or manuals or other things you need but can't get to train with? Training simulators would be useful because they're much less susceptible to breakage and they're very cost effective, -- something to let us run fire missions. A SPLL with programmed faults to provide training, -- to present a fake problem vs. an expensive part to replace. Nothing has been denied to us when we requested training aids although there has been a problem with getting a revised TC 6-60. The ARTEP has helped more as a document although it is not as good for operational skills.

(92)

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(92)

## 2. Training Aids/Devices

Post 1 DIVARTY/Battalion

From the battalion METL, the batteries have identified critical tasks down to the section level. We have an intensive SQT training program for our war fighting MOS(s), those being our 13M and 13P soldiers. To develop and sustain crew proficiency, we devote each Wednesday to battle drills. Additionally, each battery live fires quarterly plus they have a couple days following the firing to make a training assessment and work on their weaknesses. The "surface safety zone" for our current practice rocket is very restrictive. Because of this restriction, we only have three firing points at XXXXX cleared for firing. I understand the school is looking at a couple different practice rockets. If a practice rocket with a smaller surface safety zone is fielded that would allow us to incorporate our live firing into longer battery or battalion FTXs rather than as a separate training event as it is done now.

(01)

I would like to see a different practice rocket with a smaller surface safety zone than our current one which is very restrictive. We only have three firing points at XXXXX cleared to fire from because of surface safety zone issues. Units in Germany have it even worst with only one firing point cleared at GRAF. I understand the school is looking at a couple different practice rockets.

(01)

The characteristics I would like to see in the new practice rocket are (a) weight as it is now because the ammunition 13M (s) need training in handling ammo. (b) Mechanical effects on the system without stressing it. (c) Terminal effects on the ground for accuracy of fire. (d) An impact predict system as the one with firefinder. This would allow accuracy of fire verification. I need a system to drive training in terms of fire missions. This would be a computer device to hard wire into the fire direction system for generating fire missions. It should also simulate the couterfire battle. Fire finder has this type of thing to generate targets for internal training. This device should generate targets in the volume corresponding to what we could expect in sustained operations. That would be at the sustained, surge, and peak rates contained in TC 6-60. It takes about 2 minutes to input target data for one target into the battalion's FDS. I have 27 launchers in the battalion.

(01)

Unit plans decentralized training to emphasize the autonomous nature of MLRS deployment. Cross training of 13M soldiers occurs at the launcher and ammunition section levels. The BN Commander feels he gets the following from firing practice rockets versus a training method using only dry fire missions. A. Attention to detail that you do not get with dry missions. B. Confidence in the system. C. Manage ammunition so that you have balanced pods. D. Opportunity to deal with real world problem. E. System component, launcher problems surface that otherwise would not during dry fire.

(01)

It would be nice to have a training rocket that you could measure (and see) the effects of what you are doing on the target.

(03)

It would be nice to have more rockets to fire or a sub-cal. device or other training rocket other than the one that costs me 25k every time we fire one.

(03)

**Post 1                      Section**

17. A simulator (e.g., the armor simulator) would save a lot on maintenance.

(08)

14. Need a training device (pod) that can simulate loading of a loaded pod.

(08)

**Post 4                      Platoon**

10. Are there training aids you need but can't get? We don't have any explosive demo kits but we can improvise and substitute to get around that problem. A fire control panel simulator would be nice to have. Sandbox training helps because the soldier can walk through the whole process. But in the field you force the real situation, like -- how do you turn around a 55 foot rig on a one lane road with ditches on either side? Well, you can't do it so you gotta stay and fight.

(63)

**Post 4                      Section**

7. Is there some training that you can't do because of a lack of resources? Commo equipment -- we have lousy tech tapes. If we had video it would be great. And the ED stuff. WE could do more better if the resources were available. We've put in the paperwork to get stuff but in the meantime we just improvise.

(74)

**3. Prototypes in the field**

**Post 2                      DIVARTY/Battalion**

Do you fabricate training aids? We have fabricated for live fire safety....a "whiz-wheel" that shows azimuth and quadrant. We have constructed a small arms marksmanship trainer. We got the idea from the Marine Corps. Probably because of this trainer our marksmanship scores were the higher in corps FA.

(24)

**Post 3                      Battery**

XXXXX With respect to the composite platoon, do you have any evidence that it worked? Yes, the exams are down in the Battery training room. What we did was to take things out of the -10 for the carrier, things out of the -10 for the launcher, firing mission procedures, safety diagrams out of the 6-60 and we made about a 5-6 page test. It was challenging; when I took it it was challenging for me having never been a launcher.

(44)

**Post 4                      Battery**

22. Any particular training materials that you have been unable to get? We could use a simulator for tacfire training. WE have no facility for repair. Pubs are not a problem. Training devices? There's no substitute for a SPLL so you run the risk of breaking it. Part task trainers would be good if they were available. We've made our own ammo destruct dummies. And they've seen the power of real explosives.

(61)

**D. Additional MLRS Training Needs**

**Post 1                      Section**

10. A correspondence course for the MLRS would be useful.  
(19)

**Post 5                      DIVARTY/Battalion**

13. What might TRADOC do to help MLRS batteries train in the field and in garrison? They might help officers get more hands-on training and that includes the Battery CO. Maybe send them on to an expanded cadre course at XXXXX.

(79)

**Post 5                      Section**

XXXXX Anything you can suggest that we haven't touched on? Yes. The cadre course needs to be improved if an E-6 is to go straight to a SPLL as a Chief. The same with ammo. Also, an ARTEP is a paper chase. Two hours after we started the Colonel radioed that everybody was dead except for two SPLLS so we started all over. It's not a fair evaluation of what a Battery can do. It's only so command can display apparent unit readiness and competency. We had only three days to train up for it. With the SQT there is only one way to do it and that is by the book. The SQT goes by the most recent manual change which I don't have. We resubmit the order but we still don't get it. You have to go by change numbers.

(93)

**Post 5                      DIVARTY/Battalion**

XXXXX Would it help to fold MLRS into the cadre course at XXXXX? Oh yes.

(81)

**Post 3                      Section**

XXXXX What is the impact of deadline equipment/disabled equipment on training time? We still have a tube mentality. MLRS launchers are cannibalized to support other units. We don't really have a voice because our Captain has to compete with Colonels and Lt. Cols. We need training at higher levels on how to use MLRS.

(55)

**Post 5                      DIVARTY/Battalion**

11. What additional training support products do you need? Anything that could erase an administrative sort of shoot -- We need more realism. The Divarty people need help to better understand MLRS.

(81)



## V. TIPS FOR TRAINERS AND TRAINING MANAGERS

### A. Tips on Training and Evaluation from Post #2

#### 1. Training Day Cost Model

##### Post 2 DIVARTY/Battalion

We have developed a battery training day cost model which we use to develop our budget for presentation to XXXXX corps artillery. In preparing the budget we really have three options. We could take FORSCOM's average figures on what they expect it cost per day for a MLRS battery to train. As I recall, they figure about \$4000-4500 per day but that is more than we need. The reason might be because our equipment is newer than they are using in the averages. Many of the expensive items are PMMA funded like the stabilization reference package which cost about \$150K. If they were not PMMA funded, our budget would be out the window quick. The second option would be making cost estimates for the various levels of training such as individual, section, platoon and so forth plus estimates for various subject areas as NBC, marksmanship and so forth.

(22)

The key to preparing and defending our budget is training day cost. We program 35% of our budget in both the first and second quarters and 15% in the third and fourth quarters. If someone tells us to go into the field for unprogrammed training, I can tell them the cost and someone has to come up with the money. When someone wants to take dollars from me in the fourth quarter then "how many training days do you want me to cut?" The dollar takers would rather cut section level training to get money rather than a battery training day. We have never been faced with anything that couldn't be equated to training day requirements. The training day is really a common denominator because it not only includes that day in the field but all the other days in between from the last time we went to the field. It includes all the admin stuff in between. Nice thing about it is it evens everything out.

(22)

This method resulted in a firing battery training day cost of about \$2800. We then add programmable non recurring to the two training related categories and that is the budget we submit to corps. The "Trainer" or the battalion commander determines the amount of training necessary to bring the battalion to a USR rating of C1 for training during next fiscal year. I then take that as a requirement to get enough money to fund the required training days to reach C1 for training. If in the budget process we get cut, then more than likely the cut will be in nonrecurring expenses not operational recurring training days. I don't know of any training days we have had to cut from lack of funds. Last FY we had to defer some maintenance to give someone else funds. We also held some priority 12 requisitions until end of FY funds became available. Our training day cost is site specific. We use more sprockets and have more engine work than the XXXXX battalion because our soil has more sand.

(22)

It could be during very busy times a training day might actually cost us \$4200. However, if you take a 12 month period, a training day cost us \$2800. We incorporate daily maintenance cost and slow period cost into surge days or field training days. Our turnover rate of 11-14% every three months impacts our small arms ammunition forecast. We will be firing 125-130% of our strength for qualification. Therefore, we include a turnover factor into our ammunition forecast.

(22)

We use a third option for which we developed the battery training day cost model. A firing battery training day cost about \$2800 and the rockets are about \$6K. Our model has two major categories. Recurring with the biggest areas being POL and class 1X repair parts. The second category is operational nonrecurring. These could be training related items such as an antenna group which was not a TO&E item but have the authorization to purchase it. Other examples might be a buy of M17 masks or gas cans. The reason we include operational nonrecurring is something like this year's purchase will be needed next FY. We don't know what it will be but the need will exist and the funds will be available. Our computations are based upon 18 months of historical data. From when the battalion was formed to the end of last fiscal year. We simply add total expenditures for these two categories and divide it by the total number of battery training days the battalion was in the field.

(22)

## **2. Training Philosophy: Responsibility of Junior Leaders**

### **Post 2 DIVARTY/Battalion**

The training methods I use are based on how we expect MLRS to be employed. You rely very much on the competence of section chiefs much more than in tube artillery. The basic combat strength lies with the section. They are out there on the ground by themselves. Their lifeline back to the platoon/battery is at the end of a hand mike. There must be trust and confidence between the section chief and his gunner-driver team. That section chief is the trainer of his troops in the SQT/CTT individual skills. My combat efficiency is based upon the efficiency of my combat power team at the launcher level. To build the confidence and trust at the team level, the section chief teaches to his people such subjects as rifle marksmanship, land navigation, first aid and 13M MLRS crew skills. I do not use a subject matter expert to teach a topic to everyone. A critical aspect to our training methods and approach is holding the section chiefs responsible.

(21)

An example of procedures we have set up to reinforce the section chiefs critical role is in the dispatch of vehicles. We do not use a battery or battalion technical inspection team. The section chief tells the dispatcher that this vehicle is fully mission capable and suitable to get on the road. This procedure holds the chief responsible for maintenance on his vehicles and does not allow him to shift that responsibility to a technical inspection team. We have tried to create conditions and opportunities for the section chiefs to exercise areas said to be sergeant's business. To allow them to exercise authority and responsibility. Live practice rocket firings would be another example. Take Europe for example, there they park the launcher over a survey control point and have a long line behind the launcher of checkers, double checkers and triple checkers on the section chief to ensure the launcher is laid properly.

(21)

XXXXX Corps and XXXXX Corps artillery training guidance is very general. We develop our own METL and the training necessary to meet the METL. Our batteries participate in establishing their training goals. Each battery has their own METL because they are organized to operate independently. The platoon(s) then develop a task list to support their btry's METL. As the BN S3, I generally do not get involved with what the battery platoon leaders are training in. They have the latitude to train on what they deem appropriate.

(24)

Our section chiefs are the primary trainers in the battalion. Our chiefs are responsible for whatever functions their sections do - be it training or post support tasks. We do our marksmanship training with the Marine Corps. They are probably the best in the world at this. I made the arrangements simply by walking into the marksmanship OIC's office and asking. Because of this training, we won the XXXXX Marksmanship Competition and will represent them in the XXXXX in the fall.

(24)

Section chiefs are the primary trainers in the battalion. The chief is responsible for everything that section does be it training related or post support functions.

(24)

This system depends on the NCO more at all levels of training and types of training than other types of field artillery units. Your span of control is such that you feel uneasy because your not sure what's going on with individual launchers. At the battalion level, you do not know individual launcher locations. You have more dependence on junior officer platoon leaders and NCO(s) than in tube artillery units. They need to be better map readers, know how to lay out a 9KM area. They need to know what elements are in their 9KM AO for intelligence gathering and element positioning purposes.

(24)

Another aspect is how the platoon leaders get battlefield information from other friendly units in his AO. He has to go and ask them. Higher HQs BI is less timely and does not provide much in our immediate area of interest. It is always tough for the artillery to know what maneuver is doing.

(21)

The platoon's leadership need to take other units into consideration when laying out their platoon's operational area. They must recognize that their visual-physical signature is easily picked up. The launcher can shoot and move quickly but what about units close to him. Say he parks his launcher 100 meters away from a signal site, tube artillery battery or engineer platoon HQs, shoots and moves. It's not a problem for us but have certainly created one for someone else. We need to create this joint user land management frame of reference for the platoon leadership in a real physical sense. Such an opportunity exists at NTC when you have a full brigade slice and the ground becomes very crowded. The maneuver brigade and below need to be on the ground. The maneuver brigade commander has to contend with the positioning problems of MLRS.

(21)

### 3. Training with Other Units

#### Post 2 DIVARTY/Battalion

Some training events in which we participated included a corps level CPX where we replicated the logistical decision process which has much to do with MLRS employment. We provide challenges to command, operational and logistical decision making. We participated in the XXXXX BCTP train-up CPX where we were a meaningful combat multiplier. They learned about the logistical constraints and resulting considerations in MLRS employment. You just cannot fire constantly as in direct support tube artillery units. In May 89, we had one battery participate in the deployment exercise - XXXXX. That was an XXXXX command exercise where a battery was deployed to sea; off loaded at sea onto barges and landing crafts and coming ashore using the JLOS approach.

(21)

The MLRS BN doesn't train often enough with other artillery elements. We push hard for this... Last week the XXXXX corps FA commander discussed it with the corps commander. In the last year, we have trained three times with other field artillery elements. These were the XXXXX exercises. XXXXX was 72 hours and XXXXX was a five day exercise. The XXXXX exercises lead up to the division's war fighter BCTP. The second one is a XXXXX corps FA five day exercise scheduled for February, 1990. There are supposed to be fourteen battalions participating. In April 1989 we worked with the XXXXX for about one week. This was unplanned. We were in the field at the same time and it just worked out that we could work together. Elements of the battalion go to the field almost monthly except for May and June. It's during those times that we support the ROTC camp and reserve component training so it's tough to get to the field.

(24)

Our training events are battery ARTEPS, battery and battalion FTXs, BN CPXs that involves the BOC(s) and FDC(s) at the battery level. Additionally, we participate in some exercises with other FA units such as with the XXXXX Artillery, XXXXX Corps Artillery and XXXXX. We had one battery participate in XXXXX a deployment exercise. Our batteries also do STXs.

(24)

#### 4. CPX

##### Post 2 DIVARTY/Battalion

Some training events in which we participated included a corps level CPX where we replicated the logistical decision process which has much to do with MLRS employment. We provide challenges to command, operational and logistical decision making. We participated in the XXXXX BCTP train-up CPX where we were a meaningful combat multiplier. They learned about the logistical constraints and resulting considerations in MLRS employment. You just cannot fire constantly as in direct support tube artillery units. In May 89, we had one battery participate in the deployment exercise - XXXXX. That was an XXXXX command exercise where a battery was deployed to sea; off loaded at sea onto barges and landing crafts and coming ashore using the JLDS approach.

(21)

The BN's O/I people put in about 300 man hours getting ready for this exercise. That involved publishing plans, orders, overlays, and scenarios, coordination for land and executing the CPX.

(24)

The scope of the CPX included 180 fire missions, 8 fire plans, NBC and intelligence information and unplanned fire missions. Messages for the platoon or section level requiring some action or response were put into envelopes and marked with the address and timeline for actioning. The battery operations officer controlled these message envelopes. The BN TOC message envelopes represented XXXXX corps commander and operations/intel injects. These type messages included change of missions and things they wanted us to do. We had identified the ARTEP task or tasks being exercised by each scenario event. Some were exercised only once as developing the operations estimate when we received a mission change. Others were exercised 6-8 times during the CPX. We maintained data showing which tasks had been exercised by scenario events and how often. We do a lot of detailed planning for each exercise before going out.

(24)

## **5. Field Training**

### **Post 2                    DIVARTY/Battalion**

We have completed or have scheduled BN FTX(s) in Jan 90, Feb 90, and Apr 90. Battery FTX(s) were in Jul,, Aug, Sept, Oct and Dec 1989. So the firing batteries are in the field 5-7 times a year. Whenever a firing battery goes to the field, the battalion TOC goes also to replicate higher headquarters. So the BN TOC goes to the field 10-12 times a year. The batteries also do STX(s) when given a piece of ground. They will go out and back the same day. Last training year, this battalion had 191 training days in the field. We were almost forced into it because we were a new battalion without historical data to fall back on and there was so much to learn. New equipment fielding was completed in Dec 88.

(24)

Our training events are battery ARTEPS, battery and battalion FTXs, BN CPXs that involves the BOC(s) and FDC(s) at the battery level. Additionally, we participate in some exercises with other FA units such as with the XXXXX Artillery, XXXXX Corps Artillery and XXXXX. We had one battery participate in XXXXX a deployment exercise. Our batteries also do STXs.

(24)

### **Post 2                    Battery**

12. Last field exercise was a scenario driven event using sealed envelopes containing the current situation that was to be responded to by the Bty. These envelopes were to be opened at a specified time during the exercise with the Bty. responding in the appropriate fashion. A future ARTEP will be performed to evaluate the outcome of this training event.

(31)

### **Post 2                    Platoon**

12. 'What do you find to be the most difficult aspect of your training jobs?' Keeping the training interesting and not running into a routine with it. When things look like everybody's had enough (of the routine MLRS type of training) maybe we'll throw a rucksack on and go for a rucksack march, or go out to a fitness course. On the last FTX we had the platoons attack each other. Little changes help take the edge off.

(32)

## **6. External and Internal Evaluations**

### **Post 2                    Divarty/Battalion**

Our fire missions are now under 5 minutes from receipt of mission; in some cases, they are under 4 minutes. Other MLRS units are probably still trying to brake through the 5 minute time barrier. We have a pretty good battalion right now - 90 days ago I couldn't say that. For the task perform a hasty decon, that is something we do every FTX. We track the whole battalion by name in such areas as CTT/SQT scores, PT scores, weapons firing results and the last time through the gas chamber.

(24)

Representatives from XXXXX conducted our first battery level ARTEPS after new equipment fielding and completion of collective training. The battalion has administered ARTEPS to the three firing batteries during the period Feb-Sept 1989. The battalion commander was the chief evaluator.

(24)

We evaluate our performance according to ARTEP standards. We conduct AAR(s) as a minimum daily and after critical events. From this 18-28 Jan 90 CPX, I will write an After Action Report - Lessons Learned and give it to the battery commanders for their use.

(24)

The scope of the CPX included 180 fire missions, 8 fire plans, NBC and intelligence information and unplanned fire missions. Messages for the platoon or section level requiring some action or response were put into envelopes and marked with the address and timeline for actioning. The battery operations officer controlled these message envelopes. The BN TOC message envelopes represented XXXXX corps commander and operations/intel injects. These type messages included change of missions and things they wanted us to do. We had identified the ARTEP task or tasks being exercised by each scenario event. Some were exercised only once as developing the operations estimate when we received a mission change. Others were exercised 6-8 times during the CPX. We maintained data showing which tasks had been exercised by scenario events and how often. We do a lot of detailed planning for each exercise before going out.

(24)

## Post 2 Battery

5. 'How do you keep track of how well your Bty., Plts., and Sections are trained?' There are a several ways you can evaluate training, the ITEP describes several, SQTs, FTXs (internal), ARTEPS, Best by Test is an excellent tool, CTT. MOS related things, the best way I think you can do that is, if you know you have a field problem coming up identify specific tasks that you want your soldiers to perform and make them meet the standard. If you only have one task, then they have ten days to meet the conditions and standards of the task, that's a good tool that a commanders evaluation is probably the best, that a commander has to be familiar with...all aspects of an ARTEP.

(26)

2. MTP used as a basis for sub-task training. Conduct Best By Test drills at both Bty. and Bn. level for both SPILL and Ammo. elements. Example of the Course: (timed performance of tasks) a. Starting point - Establish Comm. b. Displace 2-3Km - Set up camouflage. c. Offload and reload procedures. d. Emergency destruction of equipment/munitions and return to starting point. At the Bty. level, the Best By Test drills are preparatory to the Bn. event. The Bty. selects the crews (time/performance) to represent them at Bn. event.

(31)

5. 'How do you do it, do you rely primarily on your commanders evaluation or do you have these records maintain these records of these scores?' Yes. The last live fire I had the OO to maintain the times each launcher was ready to fire, so I could measure it and give information and feedback to the Sec. Chfs. The same with the Plt. HQ. That is an example of how I evaluate whether they have met the standard.

(26)

6. 'Do you keep records of that?' Yes. I do not keep all SQT data but that's at Bn. if I need it.

(26)

Post 2                      Platoon

10. 'How do you know how well your sections can perform tasks? Do you get that from your weekly training meetings, or from records,.....?' We're out there observing now that we're getting hot weather. During live fire exercises and FTXs it becomes very obvious which sections are performing well and which are not. There is a Bn. wide best by test scheduled for next month. 'Is there a plan for best by test?' This time there is. Should be run by the ARTEP manual. ARTEP and -10. 'Who would do that?' The S-3.

(27)

## 7. Training Realism--Live Fire

Post 2                      DIVARTY/Battalion

Exactly what we say doctrinally he must be able to do in combat. We treat rocket firing as a fully tactical exercise rather than the old service practice approach. This reinforces the section chiefs responsibility. His gunnery solution is checked and must be within certain acceptable tolerances; conceptually like a "safety T" in the impact area. You can contrast our approach to that in Europe where they park the launcher on a survey control point and have a long line of checkers to ensure the chief of section has laid his launcher properly. Land navigation is a fundamental skill. The level of proficiency required is can I put myself within 100 meters of where I am supposed to be. Another aspect of navigation critical in MLRS is the crews must be skilled enough to tell when the position determining system fails. It can fail for a variety of reasons e.g., the survey party errors in establishing the SCP grid.

(21)

He is given a six digit grid and must find it on the ground. There are no concrete SCP(s) and no one checking to see if he is following the right procedures he has got to do in live fire exercises.

(21)



His gunnery solution is checked and must be within certain acceptable tolerances. It's like constructing a "safety T" in the impact area with gunnery tolerances such that the practice rocket lands somewhere within the designated area. We currently have 12 live fire points. We had 10 before but they were getting too familiar with those so we got new ones. These points are not staked. They are just grid locations on a map. This means the launcher crew must navigate, find the spot and get within 100 meters of it or they won't be allowed to fire. The launcher sends a message to his platoon FDC that has his location in it so we know if he has found it.

(21)

If this SCP is used for PDS calibration, then the SCP error is transferred to the launcher's PDS. The encoders can brake as can the stabilization reference package. The PDS will periodically go wrong. It is not a fail safe system. The level of skill must be such that the crew recognizes when the PDS goes wrong. Another critical training facet evolves from MLRS employment concept. You have joint versus sole user of land issues. By doctrine, MLRS launchers will be about -58 KM behind the forward line of troops. That is pretty close when you are talking real estate. The maneuver commander has to contend with the positioning problems of MLRS.

(21)

We were the only battalion not to run out of money last fiscal year. We are probably getting more training value per practice rocket expended than other MLRS units. We do not ripple shoot. Every rocket fired is an independent mission. Our launcher goes from the hide area to the designated firing location grid, fires and then moves to another hide area. There are units that park a launcher on the firing point and rotate crews through to fire three of the six rockets on board in ripple fire. Both ripple fire units and us use about the same amount of ammunition.

(22)

## **8. Training Realism--Joint Land Use**

### **Post 2 DIVARTY/Battalion**

Another aspect is how the platoon leaders get battlefield information from other friendly units in his AO. He has to go and ask them. Higher HQs BI is less timely and does not provide much in our immediate area of interest. It is always tough for the artillery to know what maneuver is doing.

(21)

The platoon's leadership need to take other units into consideration when laying out their platoon's operational area. They must recognize that their visual-physical signature is easily picked up. The launcher can shoot and move quickly but what about units close to him. Say he parks his launcher 100 meters away from a signal site, tube artillery battery or engineer platoon HQs, shoots and moves. It's not a problem for us but have certainly created one for someone else. We need to create this joint user land management frame of reference for the platoon leadership in a real physical sense. Such an opportunity exists at NTC when you have a full brigade slice and the ground becomes very crowded. The maneuver brigade and below need to be on the ground. The maneuver brigade commander has to contend with the positioning problems of MLRS.

(21)

The modern battle field will be crowded and we think its to our advantage to share that ground with as many units as possible. That gives our platoon leadership the opportunity to deal with land management issues. During our February FTX, we will be sharing our training areas with 6 battalions. We use the MILES training equipment on almost every FTX - especially non firing FTX(s). We use it on ARTEPS. The MILES equipment we use is for the individual; there are no harnesses for the launchers or 577(s).

(24)

#### 9. Training Realism--MILES

Post 2 DIVARTY/Battalion

The modern battle field will be crowded and we think its to our advantage to share that ground with as many units as possible. That gives our platoon leadership the opportunity to deal with land management issues. During our February FTX, we will be sharing our training areas with 6 battalions. We use the MILES training equipment on almost every FTX - especially non firing FTX(s). We use it on ARTEPS. The MILES equipment we use is for the individual; there are no harnesses for the launchers or 577(s).

(24)

Post 2 Section

13. 'Is there some training that you can't do because you don't have the resources to support it?' MILES equipment, everyone didn't have it. Lack of armor to egress the SPLs most is mounted infantry (lacks realistic.

(28)

Post 2 Platoon

13. 'What about MILES? Do you have it?' We're sick of it. It's uncomfortable....(can't make out the rest of the answer).

(32)

#### 10. Documents Used To Plan and Evaluate Training

Post 2 DIVARTY/Battalion

The ARTEP MTP manual is pretty well laid out.

(24)

The scope of the CPX included 180 fire missions, 8 fire plans, NBC and intelligence information and unplanned fire missions. Messages for the platoon or section level requiring some action or response were put into envelopes and marked with the address and timeline for actioning. The battery operations officer controlled these message envelopes. The BN TOC message envelopes represented XXXXX corps commander and operations/intel injects. These type messages included change of missions and things they wanted us to do. We had identified the ARTEP task or tasks being exercised by each scenario event. Some were exercised only once as developing the operations estimate when we received a mission change. Others were exercised 6-8 times during the CPX. We maintained data showing which tasks had been exercised by scenario events and how often. We do a lot of detailed planning for each exercise before going out.

(24)

**Post 2 Battery**

12. 'What documents do you use to plan training?' I like to use past ARTEP results, areas that I know we are weak in from past FTXs, I try to incorporate into Bty. training. 'Are those (drills) documented anywhere?' 6-60 which was our bible, you also have the MTEP that sets the standard, then Bn. TacSOP, and the Bty. SOPs. The SOPs describe more of the crew drill steps.

(26)

2. MTP used as a basis for sub-task training. Conduct Best By Test drills at both Bty. and Bn. level for both SPLL and Ammo. elements. Example of the Course: (timed performance of tasks) a. Starting point - Establish Comm. b. Displace 2-3Km - Set up camouflage. c. Offload and reload procedures. d. Emergency destruction of equipment/munitions and return to starting point. At the Bty. level, the Best By Test drills are preparatory to the Bn. event. The Bty. selects the crews (time/performance) to represent them at Bn. event.

(31)

**Post 2 Platoon**

10. 'How do you know how well your sections can perform tasks? Do you get that from your weekly training meetings, or from records,.....?' We're out there observing now that we're getting hot weather. During live fire exercises and FTXs it becomes very obvious which sections are performing well and which are not. There is a Bn. wide best by test scheduled for next month. 'Is there a plan for best by test?' This time there is. Should be run by the ARTEP manual. ARTEP and -10. 'Who would do that?' The S-3.

(27)

**11. Train-the-Trainers**

**Post 2 Battery**

10. 'Who then executes the training? Who are the trainers?' The Sec. Chfs., they train their soldiers. We train our trainers like sending them to Combat Life Savers School, the Live Agent training, etc. All that is part of train the trainer.

(26)

16. 'How do your soldiers develop trainers skills, by absorption, by primary leader training?' There are several tools we use to prepare him for leadership namely some of the advance schooling. Plt.Sgt.and 1st Sgt. will work with him (train/evaluate) and give feedback.

(26)

7. 'NBC, is it because you have not concentrated on it, what happened to NBC?' (This question relates to the task list which they rated the Bty's performance on) You can train NBC, but because the situation isn't as realistic as we hope it is, but we're trying to fix it. NBC is just one of those things where people don't believe in it until it happens. We're sending Plt. Ldrs., Sgts., and Sec. Chfs. to XXXXX and the live agent chamber to show them why we stress NBC and proper wearing of the equipment, decontamination, identification of symptoms, etc. We have done an extensive job in trying to beef that up again since I have been in command, but I know that we still have ground that needs broken.

(26)

## 12. National Training Center

### Post 2 DIVARTY/Battalion

In XXXXX, we were scheduled to send a battery to NTC in support of a XXXXX Brigade Slice. That didn't happen because of FORSCOM'S Cap on the total number of troops that could go to NTC as part of a brigade slice. FORSCOM had to trim the force package and our battery was cut. That would be the best type of exercise off XXXXX by including MLRS into the force package for NTC rotation. NTC observer-controllers come from the division sending the brigade slice. In the area of creating training opportunities for MLRS, should look at moving MLRS from the optional package to the required package for NTC rotation. As MLRS grows in the Army, it's absolutely critical that the maneuver types understand how to use MLRS and how not to use it. NTC is probably the only practice in a physical sense in CONUS where that can happen. MLRS can shoot at NTC but they are off axis.

(21)

This Bn needs to go to the NTC so it can be deployed doctrinally. Can't do that at XXXXX. We have probably done a better job of planning further out for land or training area use, so generally other units have to come to me for particular areas when they want to train. Regarding ammunition, we need to fire more than 324 rockets per year. Live fire places certain stresses and strains on equipment and people that you cannot replicate in the day fire mode. Not enough rockets to do firing related tasks constantly to standard. Things happen in live fire that impacts upon your time and STDs that you can't replicate in dry fire. The manuals we use are the ARTEP, TC 6-60, our TSOP and platoon leaders handbook plus the 10 series manuals. We have 15 M203 grenade launchers in each firing battery and 5 in HHB. That means I have in the battalion 50 soldiers armed with the M203 grenade launchers who need to qualify annually.

(24)

This battalion has not participated in a NTC rotation. We had one battery scheduled to go XXXXX but that was canceled. This battalion needs to go to the NTC so we can deploy doctrinally. We can not do that at XXXXX.

(24)

**B. Best-by-Test Competitions and Other Motivators**

**Post 3                      Platoon**

NBC competition is big in Germany.

(46)

The exercises in Germany were much more effective.

(46)

**Post 3                      Section**

XXXXX What kind of competitions do you have? We had competitions in Germany. There were battalion awards which were real motivators. It was "Best-by-Test." There's nothing like that at XXXXX. The real Army is in Germany. Proximity to the enemy is a powerful motivator. "Best-by-Test" is a good training exercise. But it needs to be done in the field. It tested the critical skills.

(54)

**C. Combine Ammo and Firing Platoons**

**Post 4                      Battery**

9.B How do you integrate Firing Platoon and Ammo Platoon training? Our Ammo Platoon is integrated into the Firing Platoon. We have no separate Ammo Platoon so integrated training is automatic.

(61)

**Post 4                      Platoon**

8. Do you cross-train with the firing platoons? I've seen it on training schedules but that was the main reason for combining the ammo platoon with the firing platoons.

(75)

**Post 3                      Battery**

I disbanded the Ammo Plt and gave each Firing Plt an ammo section. That way it facilitated cross training because the ammo guys were right there. There was no longer any need for the 1st firing platoon having to go over and teach the 1st ammo section. It was the 1st platoon - period - .

(44)

B. How integrate Firing Platoon/Ammo Platoon training? We integrated the platoons because 13Ms need to be able to work on both types of equipment and to separate them out really hurts them.

(44)

XXXXX With respect to the composite platoon, do you have any evidence that it worked? Yes, the exams are down in the Battery training room. What we did was to take things out of the -10 for the carrier, things out of the -10 for the launcher, firing mission procedures, safety diagrams out of the 6-60 and we made about a 5-6 page test. It was challenging; when I took it was challenging for me having never been a launcher.

(44)

#### D. Training Approaches

Post 1 Platoon

Primarily, I think we need to get away from doing (the same things mentioned above for both Ammo and SPLLS). The crews would learn more if they could have some problems fed into the systems by the Plt. Sgts./Ldrs., that the crews would have to deal with, like hang fires etc. 2nd Plt., Ammo. Plt. people go with my platoon on training days, we also induce faults on a regular basis. In the crews we are well cross trained. 'What about the 13M on the launcher and the 13M on the Ammo side?' We have in the past crossed trained. We swap launcher and ammo crews when we are in the field for three or four days. I'll keep the Chief with his launcher and put in two ammo guys.

(12)

Post 1 Section

The biggest "burn-out" about our sergeants time training on Wednesdays is the repetitiveness. The scope of that battle drill training is limited to processing fire missions, launcher reload operations and NBC. There is nothing difficult about launcher operations. We won't learn our war fighting skills at Fort XXXXX. Won't learn them until we get into the fight.

(09)

DO YOU TRAIN MOSTLY AS PLATOONS, OR SECTIONS? In my battery, quality training is good. The only time I can't do it is when (my people) are with the firing people. The NCOs have discussed this among ourselves. Let's get free from this redundancy. We keep repeating battle drills, battle drills every week. Every week. The monotony works a hardship on the ammo people. What we want is the freedom to train our troops the way we see it. To be given the trust because we know what it is they need. But that doesn't happen here. We give our input to the platoon sgts but nothing happens.

(14)

Post 5 Section

9.B How do train the newly assigned soldier? We start at a 10 level and perform a PMCS. We walk them through 10 and 20 which is pitched to a 6th grade level. This applies to other tasks as well. Then it's hands-on with the chief supervising. It's easier to run through the tasks than it is to read about it. OJT hands-on is best.

(85)

Post 4 Section

9.A What methods do you use to train on these tasks? Start with interviewing and counseling, then go to a walk-through of the procedures and then hands-on training.

(65)

9.B Do those techniques work? Sure. If you put the new soldier with a knowledgeable person he'll learn. But you can't assume he knows. I try to work with him directly.

(65)



**Post 3                      Battery**

XXXXX How do you provide that? Classes first, then slow speed in the motor pool, then you take them out under the supervision of a driver training NCO. When he has done that he reports to me, I interview him, -- I get a report from the driver training NCO and if everything is GO I sign off on him and he gets his license.

(44)

XXXXX How much training do 13Ps need to maintain their proficiency? It must be specific and it must be intense. I can tell you that the 13P SQT scores were 20% higher than the average. Because of the training plan that we used. It was classroom instruction and they would take a practice test. Classroom instruction on Tue/Wed, get hands-on instruction on Thurs. and take a practice test on Friday. I emphasized practice tests, practice tests and my Section Chiefs made it happen. Each test was 45 - 50 questions long. Learning how to take the test is a big part of how well you score.

(44)

XXXXX Worked up any procedures to solve training problems? Livefire SOPs. I think that is the most thing because you must know what you are doing. Everybody must understand what they're doing. Calibration is critical because each new entry is an update on the previous. If you put in a good survey control point then you put in a good fire control point you have already twice overridden what you did when you calibrated.

(44)

**Post 3                      Section**

9. What do newly assigned soldiers, right out of school, need training in the most? Driving. Driving.

(51)

9.B How does he get that training? He starts with a standard driver training class that introduces him to the basics. Then he moves on to the MLRS pad which is a small strip 200 yards wide that allows him to practice the basic stuff. Then we'll take him out on the post.

(51)

**Post 2                      Section**

9. 'Are there training aids or manuals or other things that you need but you can't get to train with?' Publications are short. Plt. Ldr. ordered publications in March/April of 1988 that haven't been seen yet. Each Bty. should have a library/training center with manuals and training devices/aids. S-3 is trying to make a learning resource center within the Bn.

(30)

## E. Most Difficult Tasks to Train

### Post 1 Section

Tasks like recover and displace where we only have a 50-50 chance of a go, we don't get time to work on it. We tell "them" we need more MOS training than just maintenance.

(07)

We do battle drills each Wednesday. We do not do much outside of launcher operations. We train on reload with ammunition people about once per quarter. The toughest task to train is NBC. The area is emphasized but it is tough doing things in MOPF4.

(07)

12. Land Nav. skills weak. Post training areas (for MLRS) are so familiar to those that have been stationed here for a while that the skill is not challenged.

(08)

13. Hard to practice reload tasks with the empty pods because the computer has no way to recognize that a reload has been made.

(08)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO?  
Navigation -- especially night time navigation.

(14)

WHAT'S THE TOUGHEST THING TO KEEP PEOPLE TRAINED IN FOR AMMO?  
Remember, it takes six weeks lead time to get something into the training plan. When section chiefs hand something in to the plt sgt that they feel they need training on, and then the training plan comes out and it says -- battle drills -- they aren't ready for it. They were looking for something else and they didn't get it. There is a problem in the planning phase because we can't control the conditions we will run into six weeks out. 4.1 At XXXXX there is a real lack of available training area for MLRS. Land navigation training in a tight compacted area just isn't effective. A driver can get 8-9 range violations just driving across post.

(14)

6. Do not train reloading off trailers.

(18)

### Post 2 Battery

7. 'NBC, is it because you have not concentrated on it, what happened to NBC?' (This question relates to the task list which they rated the Bty's performance on) You can train NBC, but because the situation isn't as realistic as we hope it is, but we're trying to fix it. NBC is just one of those things where people don't believe in it until it happens. We're sending Plt. Ldrs., Sgts., and Sec. Chfs. to XXXXX and the live agent chamber to show them why we stress NBC and proper wearing of the equipment, decontamination, identification of symptoms, etc. We have done an extensive job in trying to beef that up again since I have been in command, but I know that we still have ground that needs broken.

(26)

8. 'How about defend, is that because you all don't defend very much?' It's capabilities. The systems we have M-16s, 50 cal., and maybe a LAW here and there, is not going to provide sufficient resistance against say a light armor unit (platoon or squad size) would demolish our Bn. We're so disbursed where we do small unit operations we rely on mobility. The Bty. is designed where you do a specific thing and everyone in the Bty. has a specific mission and patrolling is not one of them, putting out perimeter defence is not one of those. You have to take cooks, mechanics and people that are mostly unfamiliar with small unit operations, infantry operations, and try to train them to do that.

(26)

#### Post 2                      Section

1. 'Perform a recon., selection and occupation of position, is not one that a number of folks are uneasy about, is it a task that does not apply so much, is it a task that you do not get a chance to train very much on, or is it a hard task and you got to work on it or what?' It's an easy one for a Chief he's the one that does it, he's out there in the air out of the hatch watching the ground go by he knows where everything is the gunner has a little window he's peeping through he doesn't the whole area. The Chief has the map up in the hatch with him, the gunner is not that well oriented where he is on the ground. The Recon NCO is the one that is getting the experience doing the recon., he's the one that's been told how the area is supposed to be set up.

(28)

1. In AIT we're told how to do it, but it's a lot different seeing it on a piece of paper than seeing it on the ground. If you don't have the practice (two or three times here and there) you're not going to get good at it, or stay good at it. We get a lot of practice on Land Nav walking from point A they'll put a little Land Nav course in, but not in setting up an Op Area for a whole Plt. The map courses we get don't suit the training we need to do. 'Might it not be a good idea to cross train firing and recon?' It would be a very good idea.

(28)

14. 'What are the hardest task to train at the section level?' ED (emergency destruction). We don't have the resources (simulator kits) for it. Some have made up their own kits but according to them they lack realism. Many of the troops lack understanding of the power of a block of C-4, need exists for a demonstrations using actual demolitions to show the destructive power of C-4 on equipment. CTT training that goes with section level training is a problem. It would be easier to have a group of people teach the task.

(28)

13. Training in Hasty Decontamination is needed, but we can't get the gear from Bn. Another problem is all three Btrys wanting training on the same things puts a strain and drain on resources available.

(29)

10. 'What are the hardest Section level to train on?' Training isn't hard, the problem is losing troops to details, PCS, etc. It's hard to maintain a level of training.

(30)

11. I don't think...they're tested on things they should already know that they have been already taught. I think it's more hinderance than help. Land Nav. is another problem. We often roll drivers training in the field in with Land Nav.

(30)

6. 'What is there about destroying ammunition that is such a prickly subject?' No training or training equipment. 'This is sort of a hands on kind of skill?' Yes. I would like to get a hold of some actual C4 and go out to the Demo. area and blow something up to demonstrate the what C4 can do and also let them see first hand how things are done step by step by the numbers. (This idea has not been presented to the new Bty. Cmdr.) However, I don't think we are allocated any C4.

(30)

14. 'Gunners, how do you maintain your proficiency and speed?' You don't have to be speedy. We do so many fire missions that proficiency comes naturally over a couple of months.

(33)

17. 'What's the toughest task for you to train as a section?' NBC...we train a lot on it, but do we really know it? We got hit with CS once while in a convoy and the whole convoy more or less 'freaked.'

(33)

18. 'How do you maintain your troops interest in NBC?' Use more realism in the training.

(33)

9. 'What about destroying ammunition?' It'll never happen at XXXXX. Ft. XXXXX XXXXX will destroy it. We never train on that. We use clothesline and blocks of wood for training. 'What about Recon, Selection and Occupation of position?' The Chief once in a while will go out on the advance party.

(34)

8. What's the hardest tasks to train at section level? Drivers Training. Every time I get a new driver he doesn't really know how to handle the vehicle but he has to get his license before I can really teach him what he needs to know and getting a license is a real hassle.

(37)

Post 3                      Platoon

7A. Hangfire procedures are 50/50. How do you train for that? We have three days a week when we can look at the sections and find weaknesses. When we do we pass that to the platoon training schedule. Then we can run our own training schedule according to what we see as a weakness while we're training.

(47)

**Post 3                      Section**

8. What is the hardest task to train. . .? Just going step-by-step when you don't have a SPL -- trying to cover all the tasks. That's really the hardest thing.

(49)

8. Hardest tasks to train at section level? To conduct/perform all types of fire missions. I'd say Artep tasks, -- especially communication tasks. A fire mission might come in and the panel will be locked up. The panel can do so many things not covered in the book that you just have to learn by experience. It takes a lot of time.

(50)

8. What are the hardest tasks to train on? Converting Fire Control Panel tasks to tests. But there is no single hardest task. It's not that hard.

(51)

1.A How train on weak tasks? Destroy ammo: We need more Equipment Destruction classes. We had training aids in Germany but there aren't any here.

(52)

8. What is the most difficult task to train at section level? Commo. Communications. There are a whole lot of problems with the cable connections.

(53)

8. What is the hardest task to train at section level? It would probably be fire mission processing. There's no one particular aspect of the training that's that hard; it's actually getting out there and doing it. It's getting the land to go out and do it right.

(54)

8. What are the hardest tasks to train on at section level? Fire mission processing, -- when the launcher is down you can't train. Launchers have been a problem here since '86. They get fixed and then they sit there 'cause no one wants them to break. We are not operationally ready.

(55)

**Post 4                      Platoon**

4. A Platoon task list handout: Destruction of equipment needs a lot of classes which would probably do it -- bring the guys up to speed. The homemade ED kit has a lot of missing parts. Also, hasty chemical decon is very complicated. We never practice it.

(67)

4. How to train up on weak tasks? We need jamming exercises for ECCM and we need Division Chemical to run us through their procedures. We have NBC round-robins every two weeks or so.

(71)

**Post 4                      Section**

8. What are the hardest tasks to train at the section level? Being in MOPP-4 and trying to do something. We don't practice that very often. MLRS is a pretty simple job, really

(64)

8. What are the hardest tasks to train on at section level? NBC. MLRS tasks are easy if you train on them, but the MOPP gear is not popular. Nobody likes to train with it. In Germany we did it and it could be done here.

(65)

8. What are the hardest tasks to train at section level? NBC. We can do MOPP exchange real good but we've had only one real decon in two years. The XXXXX Chemical is understaffed which is part of the problem.

(68)

1.A How train on weak tasks? We need to train more on nuclear attack. We don't train on this in the field. We just go to MOPP-2 all the time and move. That's all.

(68)

8. What is the hardest task to train at section level? NBC -- decon. Everything is so repetitious.

(69)

8. What are the hardest tasks to train at section level? Just getting the time to train is the hardest part. There is nothing really hard about training for MLRS. Preparing for CTT may be the most difficult thing. And you must know the book to do well on SQT. You have to know the book.

(70)

8. What are the hardest tasks to train at section level? Maybe reloading, but there are no hard tasks really.

(72)

8. What is the hardest task to train at section level? Maybe land navigation, but nothing is really hard. I could have my driver switch places with me and let him direct me as a driver, but I've never tried it yet.

(73)

8. What are the hardest tasks to train at section level? None of the tasks are hard. It's just a matter of having enough time.

(74)

7. What are the hardest tasks to train at section level? Map reading is probably the hardest.

(76)

7. What is the hardest task to train on as section level? FTC activity because we can't simulate and retain motivation. You need to have someone on the other end of the line. You have to work on specific frequencies.

(78)

Post 5 Platoon

7.A What are your plans to train up on weak section tasks? With NBC there is no easy answer. Training is not stressed at command levels. It's not made a priority. There is no emphasis on it.

(84)

4.A How train up on Plan/coordinate platoon defense? The HQ section is a sitting duck. It's very hard for an MLRS platoon to protect itself. There are only three 13Ps available to protect the section. SPLs are so spread out it's very difficult to have any kind of a controlled perimeter. And the platoon center is also vulnerable. We passes the ARTEPs on platoon defense, but we were lucky.

(88)

**Post 5                      Section**

8. What are the hardest tasks to train at section level? Nothing is really that hard. Just run through it.

(85)

8. What are the hardest tasks to train at the section level? Reloads. News people forces you to do repeat training.

(86)

8. What are the hardest tasks to train at the section level? The tasks aren't really that hard. The key to training MLRS is a lot of hands-on. That's what works.

(87)

8. What are the hardest tasks to train at the section level? Probably NBC because we don't have all the chemical equipment. It's not hard to train but sometimes it's hard to get that equipment.

(89)

8. What are the hardest tasks to train at section level? MOPP gear exchange. It takes a long time but it's not really hard. Nothing is really hard to learn but it still requires sustainment. Calibration procedures were hard but the computers have simplified it.

(90)